United Nations A/68/737

General Assembly

Distr.: General
4 February 2014

Original: English

Sixty-eighth session
Agenda item 155
Financing of the United Nations Stabilization Mission in Haiti

Budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2014 to 30 June 2015

Report of the Secretary-General

Contents

		Page
I.	Mandate and planned results	6
	A. Overall	6
	B. Planning assumptions and mission support initiatives	7
	C. Partnerships, country team coordination and integrated missions	10
	D. Results-based-budgeting frameworks	11
II.	Financial resources	63
	A. Overall	63
	B. Non-budgeted contributions	64
	C. Efficiency gains	65
	D. Vacancy factors	65
	E. Contingent-owned equipment: major equipment and self-sustainment	66
	F. Training	67
	G. Community violence reduction programme	68
	H. Quick-impact projects	70
III.	Analysis of variances	71
IV.	Actions to be taken by the General Assembly	75

14-22527 (E) 210314

Please recycle

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 67/275, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly 76

A. General Assembly 76

B. Advisory Committee on Administrative and Budgetary Questions 77

Annexes

I. Definitions 79

II. Organization charts 81

III. Information on funding provisions and activities of United Nations agencies, funds and programmes 85

Map 92

Summary

The present report contains the budget for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2014 to 30 June 2015, which amounts to $512,041,400.

During the 2014/15 period, MINUSTAH will continue to implement the consolidation of its activities and key priorities outlined in the consolidation plan 2013-2016 (S/2013/139, annex). The Mission will also continue its efforts with respect to the development of the Haitian National Police and the establishment of a national electoral body that will be able to coordinate elections independently. In addition, MINUSTAH will continue its endeavours aimed at establishing rule-of-law institutions and supporting State institutions in the strengthening of governance mechanisms.

Compared with the 2013/14 budget, the proposed budget reflects a reduction in the Mission's authorized military strength by 1,249 military contingent personnel, pursuant to Security Council resolution 2119 (2013), resulting in a force strength of 7,622 military and police personnel, including Government-provided personnel. In continuing the downsizing of its operations, the Mission will also restructure its civilian staffing component, resulting in the proposed reassignment/redeployment of 42 posts and the proposed abolishment of a total of 146 posts and United Nations Volunteer positions.

The budget provides for the deployment of 5,021 military contingent personnel; 951 United Nations police officers; 1,600 formed police personnel; 402 international staff, including 5 temporary positions; 1,240 national staff; 153 United Nations Volunteers; and 50 Government-provided personnel.

The proposed budget in the amount of $512,041,400 represents a reduction of $64.6 million, or 11.2 per cent, compared with the appropriation of $576,619,000 for the 2013/14 period. The decrease is attributable primarily to the reduction in the authorized strength of military contingent personnel, the proposed abolishment of 146 posts and positions and reduced requirements for fuel, utilities, maintenance, security, alteration and construction services under facilities and infrastructure.

The total resource requirements for MINUSTAH for the financial period from 1 July 2014 to 30 June 2015 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (security and stability; democratic governance and State legitimacy; rule of law and human rights; and support). The human resources of the Mission, in terms of number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June)

Category	*Expenditure*[a] *(2012 13)*	*Apportionment*[a] *(2013 14)*	*Cost estimates (2014 15)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	337 813.7	295 592.5	259 382.0	(36 210.5)	(12.3)
Civilian personnel	143 915.9	137 713.6	121 459.7	(16 253.9)	(11.8)
Operational costs	147 517.4	143 312.9	131 199.7	(12 113.2)	(8.5)
Gross requirements	**629 247.0**	**576 619.0**	**512 041.4**	**(64 577.6)**	**(11.2)**
Staff assessment income	14 050.4	13 357.4	12 354.5	(1 002.9)	(7.5)
Net requirements	**615 196.6**	**563 261.6**	**499 686.9**	**(63 574.7)**	**(11.3)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**629 247.0**	**576 619.0**	**512 041.4**	**(64 577.6)**	**(11.2)**

[a] Reflects the realignment of resources for Government-provided personnel from the operational costs to the civilian personnel category of expenditure and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs to the military and police personnel category of expenditure.

Human resources[a]

	Military contingents	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary positions*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management									
Approved 2013/14	–	–	–	21	17	–	2	–	**40**
Proposed 2014/15	–	–	–	21	19	4	3	–	**47**
Components									
Security and stability									
Approved 2013/14	6 270	951	1 600	20	19	–	11	50	**8 921**
Proposed 2014/15	5 021	951	1 600	19	20	–	11	50	**7 672**
Democratic governance and State legitimacy									
Approved 2013/14	–	–	–	78	158	2	41	–	**279**
Proposed 2014/15	–	–	–	61	150	–	29	–	**240**
Rule of law and human rights									
Approved 2013/14	–	–	–	42	64	1	16	–	**123**
Proposed 2014/15	–	–	–	31	64	–	8	–	**103**
Support									
Approved 2013/14	–	–	–	276	1 043	1	125	–	**1 445**
Proposed 2014/15	–	–	–	265	987	1	102	–	**1 355**
Total									
Approved 2013/14	6 270	951	1 600	437	1 301	4	195	50	**10 808**
Proposed 2014/15	5 021	951	1 600	397	1 240	5	153	50	**9 417**
Net change	**(1 249)**	**–**	**–**	**(40)**	**(61)**	**1**	**(42)**	**–**	**(1 391)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Stabilization Mission in Haiti (MINUSTAH) was established by the Security Council in its resolution 1524 (2004). By its resolution 2119 (2013), the Council decided that the overall force levels of MINUSTAH would consist of up to 5,021 troops of all ranks, following a balanced withdrawal of infantry and engineering personnel, and a police component of up to 2,601 personnel. By the same resolution, the Council decided to extend the Mission's mandate until 15 October 2014.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to restore peace and security and to further the constitutional and political process in Haiti.

3. As part of that overall objective, MINUSTAH will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below, which are organized according to four components (security and stability; democratic governance and State legitimacy; rule of law and human rights; and support) and are derived from the mandate of the Mission. The Mission consolidation plan 2013-2016 (S/2013/493, annex), which provides for the operationalization of the consolidation of the Mission, outlines four stabilization objectives: developing the capacity of the Haitian National Police; building Haitian electoral capacity; promoting the rule of law and human rights; and facilitating progress on key governance issues.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSTAH, in terms of number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in terms of number of personnel compared with the 2013/14 budget have been explained under the respective components.

5. The Mission is established in all 10 of Haiti's departments and maintains its headquarters in the capital, Port-au-Prince. MINUSTAH continues to reconfigure its size and composition in order to reduce its footprint and gradually transform itself from a large peacekeeping operation into a smaller, more focused assistance mission. While Haiti still requires international support to lay the foundations for lasting stability and longer-term development, the Mission continues to plan for its consolidation, which was initiated in the 2012/13 period.

6. In the 2014/15 period, MINUSTAH will maintain its presence in five regional offices, in Port-au-Prince (West), Cap-Haïtien (North), Gonaïves (Artibonite), Les Cayes (South) and Jacmel (South-east). In addition, it is proposed that the departmental offices in Hinche (Centre), Jérémie (Grande-Anse), Miragoâne (Nippes), Fort-Liberté (North-east) and Port-de-Paix (North-west) be transformed into five liaison offices.

7. In line with its continued consolidation, MINUSTAH will take additional steps to draw down its size and scope by proposing additional reductions in its civilian

staffing structure, in both the substantive and the support components, to reflect the consolidation of functions and, where applicable, the transition to national authorities and other relevant partners. Therefore, in the 2014/15 period the substantive staffing structure will be reduced primarily in the proposed five liaison offices, which will have limited functions and, where possible, be co-located within military or formed police unit compounds. Mission support will also continue to rationalize its requirements and nationalize a number of functions, while maintaining its presence in four hubs, in Port-au-Prince, Les Cayes, Gonaïves and Cap-Haïtien, as well as its human resources and finance support from its Santo Domingo Support Office, in the Dominican Republic.

8. It is proposed that the organizational and administrative structure of the Mission's rule-of-law component be reconfigured in order to achieve the Mission's specific objectives and better facilitate the successful implementation of its consolidation plan. The realignment will include three new thematic sections under the rule-of-law component: the Institutional Support and Law Reform Section, the Model Jurisdictions Section and the Independence and Accountability Section. It will also integrate the Rule of Law Coordination Office into the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law). In addition, it is proposed that an Integrated Solutions Support Unit be created in order to enhance coordination and information management related to national plans on health, water and sanitation. The Unit will be placed under the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator) in order to ensure alignment and integration with the activities of United Nations and other entities, including the United Nations Children's Fund (UNICEF), the Pan American Health Organization (PAHO) and the World Health Organization (WHO).

9. The military component will also continue with its reconfiguration and drawdown and will be deployed in 21 locations in five security hubs: Port-au-Prince, Gonaïves, Cap-Haïtien, Ouanaminthe and Léogâne. The deployment of formed police units and individual police officers will be reconfigured to support the Haitian National Police nationwide and the military reduction plan. To ensure the optimal use of uniformed personnel, the Mission will adapt its configuration without compromising the security situation on the ground, taking into account the importance of maintaining a secure and stable environment. In addition, the continued availability of air assets will ensure that the Mission is able to respond quickly to security threats. United Nations police officers will remain present in all 10 departments throughout the country and, where possible, will be co-located with the Haitian National Police, including at the border crossing points at Malpasse, Belladère, Ouanaminthe and Anse-à-Pitres.

B. Planning assumptions and mission support initiatives

10. Haiti remains at a critical juncture at which the Government's hard-won gains in enhancing stability and security, establishing the long-awaited Permanent Electoral Council and advancing the "five E's" policy programme (employment, education, environment, energy and the rule of law (*état de droit*)) could be undermined by political paralysis and lack of consensus among the three branches of government. As the Government strives to persuade the international community, donors, potential investors and the Haitian people that progress and stability are

achievable, the country remains ensnared in a deep political, social and economic crisis that has yet to be resolved. The political stalemate is reflected by the continued delays in the holding of free and fair elections, which may pose the greatest challenge in the short term, although the longer-term challenge is likely to require an end to the lack of consensus and the development of a joint vision for the future among the executive, legislative and judicial branches of government.

11. In order to progressively consolidate the Mission's activities, emphasis will be placed on four key priorities outlined in the consolidation plan: (a) the development of the Haitian National Police into an efficient, independent and accountable force; (b) the establishment of a national electoral body that would gradually and progressively be able to organize and coordinate fair and credible elections without the security, technical and logistical support of MINUSTAH; (c) the establishment of functional and accountable rule-of-law institutions; and (d) the strengthening of governance mechanisms through the provision of support to State institutions.

12. One of the major assumptions that drives the operating environment of MINUSTAH is the development of the Haitian National Police into a modern, efficient, independent and accountable professional force, with coverage throughout the national territory and adequate response capacity. Challenges relate primarily to the weakness of Haiti's rule-of-law institutions, the lack of independence of the judiciary and the deficiencies of the correctional system. Delays in the holding of legislative and local elections have further strained the relationship between the executive and legislative branches, and could ultimately affect achievements gained in the security environment, the implementation of the Mission's consolidation and the safety and security of the Mission's assets and personnel. The convening of elections is a critical benchmark against which the Government will demonstrate whether it can fulfil its promises and implement its plans.

13. As MINUSTAH consolidates its functions in order to focus on core mandated tasks and align its efforts with the targets set out in the framework for the operationalization of the consolidation plan, additional steps are proposed for the 2014/15 period in order to reduce its geographical footprint; the reprioritization of existing resources, including staffing; the review of lower priority functions, especially those that can be transitioned to national authorities or United Nations country team partners; and the implementation of efficiencies that ensure operational capacity at reduced cost, without compromising gains, particularly in the areas of security and stability.

14. The military contingent personnel will be based in the five security hubs established in 2013/14: those in Port-au-Prince, Gonaïves, Cap-Haïtien, Ouanaminthe and Léogâne. The reduced military presence will be offset by the reconfiguration of 10 formed police units to ensure maximum coverage and prevent security vacuums. This reconfiguration will require the continued availability of air assets to permit a quick response to security situations. Furthermore, the Mission will undertake an assessment of the capabilities of the Haitian National Police departmental units responsible for maintaining order, in order to allow for a structured, progressive handover of responsibilities to the Haitian authorities. The Mission's 951 United Nations police officers will continue to carry out the primary task of supporting institution-building and the training of mid- and high-ranking officers, relinquishing all other operational functions.

15. In order to rationalize the scope of its activities and maximize the impact of its reduced resources, MINUSTAH intends to integrate synergies in the field by relocating the Border Management Unit under the police component and the Community Violence Reduction Section under the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law), combining the implementation of joint activities in the rule-of-law component and reducing the role of the HIV/AIDS Unit and the Child Protection Unit to small, internal coordination functions. More specifically, a reduction of personnel in the rule-of-law sector is proposed, together with the reconfiguration of the organizational and administrative structure of the rule-of-law component, in order to achieve specific objectives and better align resources with the priorities outlined in the Mission's consolidation plan. The proposed structure will include three new thematic sections under the rule-of-law component: the Independence and Accountability Section, the Model Jurisdictions Section, and the Institutional Support and Law Reform Section. It will also integrate the Rule of Law Coordination Office into the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) in order to strengthen the coordination of the rule-of-law components. The new structure will result in the abolishment of the Justice Section. The proposed structure is premised on the utilization of existing resources to enhance effectiveness and increase the efficiency of efforts in support of the Government's justice system, including key accountability and oversight mechanisms, government structures and legislative reform.

16. The Mission will establish an Integrated Solutions Support Unit in order to support the Government of Haiti in the implementation of national plans in the areas of health, water and sanitation. The Unit will focus on four key objectives: (a) ensuring greater coordination of the efforts of MINUSTAH and the United Nations country team in support of national policies aimed at addressing structural weaknesses in the water and sanitation systems and strengthening Haitian national health institutions; (b) ensuring an integrated strategic planning process on issues related to water and sanitation, response to epidemics and the mitigation of floods and other disasters by supporting integrated information management systems, facilitating the mobilization of partners on key governance issues and overseeing the implementation of an integrated United Nations plan of action in support of the national plan for the elimination of cholera; (c) facilitating the management of information on cases, relevant actors and activities throughout the country; and (d) supporting fundraising and financial tracking, including the development and implementation of a comprehensive communications strategy.

17. In the implementation of these key objectives, the Unit will develop and maintain high-level strategic partnerships with government counterparts including the Office of the Prime Minister, the Ministry of Public Health and Population and the national water administration. Given the necessary collaboration with United Nations and humanitarian agencies involved in addressing health, water and sanitation issues, the Unit will be placed under the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator). Headed by the Director, Programme Management (D-2), the Unit will work in close collaboration with the Office of the Senior Coordinator for Cholera Response in Haiti, based at Headquarters.

18. The Mission will actively contribute to the implementation of environmentally friendly policies in line with Headquarters environmental policies and guidelines.

Related requirements under facilities and infrastructure will cover the replacement of 298 air-conditioning units to comply with non-chlorofluorocarbon regulations. In addition, the requirements include the installation of stand-alone solar lights for MINUSTAH sites and offices in which United Nations police and the Haitian National Police are co-located, in order to adhere to safety, security and environmental requirements.

19. Briefings on sound environmental practices will continue to be carried out for MINUSTAH military, police and civilian personnel upon their arrival in the mission area. Periodic inspections of departmental and regional offices and premises for military contingents will be conducted to ensure environmental compliance and the implementation of waste minimization strategies. Follow-up inspections will continue to be scheduled on the basis of the environmental status of the location. The wastewater management action plan, which was implemented during the 2013/14 period and monitored on a monthly basis, will continue in the 2014/15 period. Hazardous waste is classified at its source and appropriately disposed of through local contractors or incinerated (in the case of medical waste).

C. Partnerships, country team coordination and integrated missions

20. Under the overall coordination of MINUSTAH, the United Nations country and humanitarian teams will continue to play a central role in supporting development and humanitarian efforts of the Government of Haiti. The first review of the integrated strategic framework for the period 2013-2016 will be completed jointly by MINUSTAH, the United Nations country team and the Government of Haiti in early 2014. The review process will take into account the Mission's ongoing consolidation process. Furthermore, MINUSTAH, with the support of the United Nations country team, will continue to support the implementation of the Government's framework for the coordination of external development aid. Since the meeting of international partners held in May 2013, the Government has been in the process of setting up coordination mechanisms at the central and departmental levels to ensure greater information-sharing and mutual accountability on aid allocation and utilization. At the central level, the Mission, as Chair of the group of development cooperation partners (G12+), will continue to facilitate the communication and collaboration of the donors with government counterparts. MINUSTAH will continue to support coordination at the departmental level in collaboration with the United Nations country team. Finally, the United Nations humanitarian team, together with MINUSTAH, through the proposed Integrated Solutions Support Unit, will remain engaged in the implementation of the national plan for the elimination of cholera. Through efforts to increase alert and response capacity and initiatives focusing on preventive sanitation measures, it will contribute to the Government's efforts aimed at eliminating the epidemic in Haiti.

21. MINUSTAH will also continue to progressively hand over logistical and security responsibilities to national electoral authorities and the Haitian National Police, respectively, in line with its consolidation plan. Furthermore, the Mission and the United Nations Development Programme (UNDP) have been working together to: (a) support the improved operation of the Court of First Instance (trial court) of Port-au-Prince; (b) create a database for the administration of prisons; and (c) develop a common strategy with technical and financial partners to substantially reduce the number of prisoners in pretrial detention.

D. Results-based-budgeting frameworks

22. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms with respect to the six categories are contained in annex I.A to the present report.

Executive direction and management

23. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2013/14	1	1	2	4	2	**10**	8	2	**20**
Proposed posts 2014/15	1	1	2	3	2	**9**	8	2	**19**
Net change	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)									
Approved posts 2013/14	1	–	2	1	1	**5**	3	–	**8**
Proposed posts 2014/15	1	1	2	2	1	**7**	4	1	**12**
Net change	–	**1**	–	**1**	–	**2**	**1**	**1**	**4**
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)[b]									
Approved posts 2013/14	1	1	2	1	1	**6**	6	–	**12**
Proposed posts 2014/15	1	1	2	–	1	**5**	7	–	**12**
Net change	–	–	–	**(1)**	–	**(1)**	**1**	–	–
Approved temporary positions[c] 2013/14	–	–	–	–	–	–	–	–	–
Proposed temporary positions[c] 2014/15	1	1	–	2	–	**4**	–	–	**4**
Net change	**1**	**1**	–	**2**	–	**4**	–	–	**4**

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Subtotal, Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)[b]									
Approved 2013/14	1	1	2	1	1	**6**	6	–	**12**
Proposed 2014/15	2	2	2	2	1	**9**	7	–	**16**
Net change	**1**	**1**	–	**1**	–	**3**	**1**	–	**4**
Total									
Approved 2013/14	3	2	6	6	4	**21**	17	2	**40**
Proposed 2014/15	4	4	6	7	4	**25**	19	3	**47**
Net change	**1**	**2**	–	**1**	–	**4**	**2**	**1**	**7**

[a] Includes National Professional Officers and national General Service staff.
[b] Proposed temporary positions relating to the proposed establishment of the Integrated Solutions Support Unit.
[c] Funded under general temporary assistance.

Office of the Special Representative of the Secretary-General

International staff: decrease of 1 post

Table 2
Human resources: Office of the Special Representative of the Secretary-General

	Change	Level	Functional title	Post action
Posts				
	-1	P-3	Protocol Officer	Abolished

24. Within the Office of the Special Representative of the Secretary-General, the Protocol Officer, at the P-3 level, is responsible for assisting and supporting the Office in the coordination of visits and official events, such as ceremonies, medal parades and official dinners. Given the increased capacity of national staff with respect to protocol-related issues, it is proposed that the post of Protocol Officer be abolished. It is expected that the tasks currently performed by the incumbent, including supervisory functions, can be transferred to the Special Assistant of the Chief of Staff and national protocol officers.

Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)

International staff: increase of 2 posts

National staff: increase of 1 post

United Nations Volunteers: increase of 1 position

Table 3
Human resources: Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	+1	D-2	Rule of Law Coordinator	Redeployed	From Rule of Law Coordination Office
	+1	P-3	Judicial Affairs Officer	Redeployed	From Justice Section (abolished)
	+1	NGS	Administrative Assistant	Redeployed	From Rule of Law Coordination Office
	+1	UNV	Judicial Affairs Officer	Redeployed	From Justice Section (abolished)

25. The Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) provides strategic direction for the rule-of-law pillar and undertakes a coordination role in ensuring collaborative working relationships within the pillar as well as with international partners, donors and the United Nations country team. In accordance with the consolidation plan set out in the annex to the Secretary-General's report of 8 March 2013 (S/2013/139), the Mission will focus its activities in the areas of the rule of law and human rights on three aspects critical to the development of a culture of the rule of law and the protection of human rights: (a) the establishment or strengthening of functioning, basic accountability and oversight mechanisms; (b) the provision of assistance to government structures in key domains; and (c) the promotion of crucial legislative reform. More specifically, MINUSTAH will provide continuous support to the Superior Council of the Judiciary in order to ensure the independence and effectiveness of the judicial institutions and to continue to address the issues of prolonged pretrial detention and prison conditions and overcrowding, with special regard to women and children held in detention.

26. In accordance with Security Council resolution 2119 (2013), in which the Council took note of the ongoing implementation of the conditions-based consolidation plan and reiterated its objective of focusing the Mission's activities on a core set of mandated tasks achievable within a reasonable time frame, with a view to reducing the Mission's footprint and civilian personnel, the rule-of-law pillar is to be reorganized along three new thematic areas of focus — the Institutional Support and Law Reform Section, the Model Jurisdictions Section and the Independence and Accountability Section — along with the existing organizational structures of the Corrections Unit, the Human Rights Section, the Office of the Police Commissioner and the Electoral Assistance Section. The existing Justice Section will be abolished.

27. With the reorganization of the rule-of-law pillar, it is therefore proposed that the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) be strengthened through the redeployment of one post of Rule of

Law Coordinator (D-2) and one post of Administrative Assistant (national General Service) from the Rule of Law Coordinator Office and two posts/positions of Judicial Affairs Officer (1 P-3 and 1 United Nations Volunteer) from the abolished Justice Section.

28. As an integral part of the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law), the Rule of Law Coordinator (D-2) will play a fundamental role in harmonizing mission-wide efforts and helping to ensure a strong and consistent international voice on rule-of-law issues in Haiti. The incumbent will coordinate and supervise the Corrections Unit, the Community Violence Reduction Section and the proposed new entities of the Institutional Support and Law Reform Section, the Model Jurisdictions Section and the Independence and Accountability Section for the effective implementation of strategic directives of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) and the fulfilment of the Mission's rule-of-law mandate. The incumbent will also ensure synergy on rule-of-law issues with the Human Rights Section and the Office of the Police Commissioner. The Administrative Assistant (national General Service) is proposed for redeployment to this Office to support the Rule of Law Coordinator.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

International staff: decrease of 1 post

National staff: increase of 1 post

Table 4
Human resources: Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	P-2	Associate Reports Officer	Abolished	
	+1	NGS	Administrative Assistant	Redeployed	From HIV/AIDS Unit

29. The mandate of the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) is to ensure an integrated approach, with the full and equal participation of the Mission, the Office for the Coordination of Humanitarian Affairs and the United Nations country team in the planning and implementation of the Mission's mandate, and to ensure coordination with the United Nations country team on all matters relating to humanitarian and development activities. The Office provides the interface between MINUSTAH and United Nations agencies, aid agencies and donor institutions and ensures integrated planning between the Mission and United Nations agencies to enhance synergies, eliminate gaps and duplication and maximize impact. The Office facilitates the implementation of policy committee decisions affecting the role and the consolidation of the Mission, with specific reference to strengthening governance, State institutions and public administration reform, in collaboration with the United Nations country team. The Office also promotes participation by

civil society in these processes and supports the training of Mission personnel to adhere to normative standards, which require respect for the rights of women and children in Haiti.

30. During the budget period, the abolishment of an Associate Reports Officer (P-2) is proposed. The Associate Reports Officer is responsible for drafting regular and special reports and carrying out quantitative and qualitative analysis with respect to the Mission's mandate-related activities and humanitarian and development issues, including events affecting interventions of the United Nations country team and the Office for the Coordination of Humanitarian Affairs. The increased responsibilities of national staff within the Office is the basis for the abolishment of this post.

31. In addition, the redeployment of an Administrative Assistant (national General Service) from the HIV/AIDS Unit is proposed. As a result of the gradual shift in focus towards greater internal coordination and taking into account the reduced military strength of the Mission, it is anticipated that the workload of the Administrative Assistant in the HIV/AIDS Unit will be reduced. The proposed redeployment to the Office will provide an opportunity for national staff to broaden their experience and enhance their career development.

Integrated Solutions Support Unit

International staff: increase of 4 temporary positions

Table 5
Human resources: Integrated Solutions Support Unit (ISSU)

	Change	*Level*	*Functional title*	*Post action*
Temporary positions	+1	ASG	Senior Coordinator for Cholera Response in Haiti	Established
	+1	D-2	Director of Programme Management	Established
	+1	P-3	Information Management Officer	Established
	+1	P-3	Public Information Officer	Established

32. Following the January 2010 earthquake, the country was severely affected by a cholera outbreak in October 2010. The epidemic has claimed 8,307 lives and affected 680,820 people throughout the country. As a result, the Government of Haiti launched the national plan for the elimination of cholera in February 2013. The plan addresses structural and cultural factors that facilitate the continued spread of the epidemic. Given that funding, coordination and capacity issues continue to hamper the effective implementation of the plan, it is proposed that an Integrated Solutions Support Unit be established in order to strengthen in-country capacity and mitigate any destabilization that the epidemic may cause. The Unit will comprise the positions of Senior Coordinator for Cholera Response in Haiti (Assistant Secretary-General), Director of Programme Management (D-2), Information Management Officer (P-3) and Public Information Officer (P-3), to be funded under general temporary assistance.

33. The Integrated Solutions Support Unit will focus on four key objectives: (a) ensuring greater coordination of the efforts of MINUSTAH and the United Nations country team in support of national policies aimed at addressing structural weaknesses in the water and sanitation systems and strengthening Haitian national health institutions; (b) ensuring an integrated strategic planning process on issues related to water and sanitation, response to epidemics and the mitigation of floods and other disasters by supporting integrated information management systems, facilitating the mobilization of partners on key governance issues and overseeing the implementation of the United Nations plan of action in support of the national plan for the elimination of cholera; (c) facilitating the management of information on cases, relevant actors and activities throughout the country; and (d) supporting fundraising and financial tracking, including the development and implementation of a comprehensive communications strategy.

34. In the implementation of these key objectives, the Unit will develop and maintain high-level strategic partnerships with government counterparts, including the Office of the Prime Minister, the Ministry of Public Health and Population and the national water administration. Based in Haiti, the Unit would report to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator).

35. The position of Senior Coordinator for Cholera Response in Haiti (Assistant Secretary-General) is proposed to further strengthen the coordination of all United Nations entities involved in addressing the issue of cholera in Haiti and to ensure a coherent and effective response in that regard. The incumbent, to be based at Headquarters, will provide assistance in accelerating United Nations support for the elimination of cholera in Haiti, including the national 10-year Haiti cholera elimination plan, with particular emphasis on the two-year operational plan component and other immediate humanitarian response activities. The incumbent will support the efforts of the Special Adviser for Community-based Medicine and Lessons from Haiti to mobilize additional resources. The incumbent will also work closely with the Special Representative of the Secretary-General and the United Nations Resident Coordinator/Humanitarian Coordinator.

36. The position of Director of Programme Management (D-2) is also proposed to lead the Integrated Solutions Support Unit under the direct supervision of the Deputy Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator). The incumbent will also support the Senior Coordinator by serving as a liaison with Haitian authorities and other stakeholders to ensure that the United Nations operational response to issues related to cholera is aligned with and supported by the Government of Haiti. In addition, the incumbent will contribute to the integrated development of programmes and policies related to health, water and sanitation in Haiti.

37. The position of Public Information Officer (P-3) is proposed to publicize issues and events and to monitor media reports related to health, water and sanitation in Haiti in order to identify issues and trends. The incumbent will implement a proactive media outreach strategy, including the production of informational communications materials such as booklets, brochures or radio spots, in order to provide adequate coverage of United Nations efforts in support of the Government of Haiti.

38. The position of Information Management Officer (P-3) is proposed to manage the programmatic and funding information related to United Nations initiatives in support of health, water and sanitation in Haiti. The incumbent will support the strategic decision-making of senior officials by analysing data and presenting them in relevant formats, including maps and graphs. The incumbent will also support the strengthening of the capacity of key national institutions in the area of information management.

Component 1: security and stability

39. Component 1 covers the Mission's activities to assist the Government in maintaining a secure and stable environment in Haiti and to support the development of the Haitian National Police. The component includes the Office of the Force Commander, the Office of the Police Commissioner, the Joint Operations Centre, the Joint Mission Analysis Centre and the Community Violence Reduction Section. While the Border Management Unit is included under the rule-of-law and human rights component, its functions also relate to this component.

40. The component will continue to focus its efforts on two major objectives: (a) to assist the Government in the maintenance of a secure and stable environment conducive to reconstruction, institutional reform, socioeconomic development and the protection of human rights; and (b) to develop the Haitian National Police into a modern, efficient, independent and accountable professional force with coverage throughout the territory, ensuring security and stability through a quick-response capability as well as adequate management of the prison administration. Accordingly, the priorities for the 2014/15 period will be: (a) building and supporting the capacity of the Haitian National Police to maintain law and order, provide security in areas prone to violence or hosting displaced persons and patrol the country's land and maritime borders; (b) continuing the implementation of the Haitian National Police development plan for 2012-2016, including as it relates to the development of the corrections sector; (c) improving gender balance among Haitian police personnel and addressing the concerns of women in policy decisions regarding security and the rule of law; and (d) increasing the management and operational capacities of at-risk urban communities historically prone to violence. Focus will be placed on activities in support of the Haitian National Police development plan, primarily strengthening the recruitment and induction programmes, improving career planning, fully implementing the vetting and certification of Haitian National Police officers, strengthening their administrative and logistic capacities, reinforcing the middle- and senior-level officer ranks and strengthening the rapidly deployable crowd-control capacity. The military component will continue to be a stabilizing presence in five security hubs and will, in coordination with the police component, provide support to the Haitian National Police.

Expected accomplishments	*Indicators of achievement*
1.1 Improved security environment throughout Haiti	1.1.1 Decrease in the number of homicides reported in the country (2012/13: 942; 2013/14: 620; 2014/15: 600)
	1.1.2 Decrease in the number of kidnappings reported in the Port-au-Prince area (2012/13: 116; 2013/14: 95; 2014/15: 49)

1.1.3 Decrease in the number of Haitian National Police officers killed (2012/13: 39; 2013/14: 12; 2014/15: 8)

1.1.4 Decrease in the number of armed gangs reported to be active in the hotspot areas of Cité Soleil, Bel-Air and Martissant (2012/13: 18; 2013/14: 20; 2014/15: 18)

1.1.5 Maintenance of the number of security incidents in departments from which the United Nations military presence has been withdrawn (2012/13: Grand-Anse: 4; South: 1; Nippes: 16; North-west: 3; 2013/14: Grand-Anse: 0; South: 6; Nippes: 3; North-west: 0; South-east: 0; 2014/15: Grande-Anse: 0; South: 6; Nippes: 3; North-west: 0; South-east: 0)

1.1.6 Development and dissemination of a nationwide crime prevention strategy by the Haitian National Police

1.1.7 Increase in the number of customs surveillance officers working at each port of entry to regulate the passage of cargo and passengers (2012/13: 4; 2013/14: 12; 2014/15: 25)

Outputs

- Daily patrols and planned joint operations by United Nations police and formed police units with the Haitian National Police to reinforce security in crime-prone areas
- Daily patrols and planned joint operations by United Nations contingents with the Haitian National Police to provide security for engineering projects and other activities and escorts to humanitarian organizations, as requested
- Daily patrols and planned joint operations by United Nations police, formed police units and troops, if necessary, with the Haitian National Police to secure land, maritime and air borders in 8 departments
- Daily patrols and planned joint operations by United Nations police, formed police units and troops, if necessary, with the Haitian National Police to provide security to vulnerable groups living in the 2 largest camps for internally displaced persons in Port-au-Prince
- Operational support for the Haitian National Police in securing key sites and installations, mainly by means of fixed and mobile checkpoints by United Nations police and formed police units, as well as by troops in the Port-au-Prince area
- Operational support for the Haitian National Police in conducting sweeps and special joint operations throughout the 10 departments, especially in areas in and around Port-au-Prince, as requested by and in support of the Haitian National Police, for the arrest of gang leaders and members
- Daily mentoring of and co-location with the Haitian National Police on improving operational capacity, including at headquarters and in all 10 departments
- Daily operational readiness of a quick-reaction capacity on the part of troops and formed police units to prevent the escalation of security threats in all Haitian departments

- Weekly reconnaissance flights to monitor security and, as required, humanitarian assistance and disaster relief efforts
- Implementation of 36 community violence reduction projects, in collaboration with ministries, local authorities, community groups and leaders and the United Nations country team, in order to strengthen cohesiveness among community members, generate short-term employment and provide legal aid, socioeconomic opportunities and psychosocial assistance to approximately 64,890 beneficiaries, including youth at risk or linked to armed groups, prison inmates and children and women affected by violence, in 14 crime-prone and vulnerable areas identified together with the Government
- Implementation of 3 public outreach, community mediation and policing projects to foster coordination among local authorities, communities and national and international actors
- Implementation of 3 sensitization and social mobilization activities for vulnerable groups in the 14 Government-identified violence-affected areas to promote a culture of peace and to raise awareness regarding sexual and gender-based violence, including through the use of print and broadcast media outlets
- Provision of technical advice to the Haitian General Customs Administration and the Ministry of Economy and Finance through weekly meetings to draft guidelines on the improvement of security procedures at border crossing points, maritime ports and airports and to draft a law on the establishment of an armed customs surveillance unit in the General Customs Administration
- Provision of technical advice to the General Customs Administration and the Ministry of Economy and Finance through weekly meetings to increase the number of customs surveillance officers and revenue collection, and enhance the overall capabilities of government authorities at the official border crossing points of Malpasse, Ounaminthe, Belladère and Anse-à-Pitres and at international maritime ports and airports
- Provision of daily technical assistance and advice to the Haitian National Police in drafting the national crime prevention strategy framework and to align existing community policing initiatives
- Conduct of a quarterly multimedia public information campaign in support of the Government on maintaining a safe and secure environment and on the reform of the police, using various public information, advocacy and public outreach activities, including thematic television debates on the rule of law, sexual and gender-based violence, mob justice, police reform and security reporting mechanisms
- Conduct of three confidence-building multimedia sensitization campaigns in State and security institutions for the Haitian population through media print, the Mission's website, social media, workshops, MINUSTAH radio and external radio and television broadcasts

Expected accomplishments	*Indicators of achievement*
1.2 Improved operational and institutional capacities of the Haitian National Police, with specialized units in place	1.2.1 Increase in the number of national police officers per 10,000 citizens (2012/13: 9.6; 2013/14: 13.4; 2014/15: 13.7)
	1.2.2 Increase in the percentage of female officers sworn in by the Haitian National Police (2012/13: 8.6 per cent; 2013/14: 10.4 per cent; 2014/15: 10.6 per cent)

1.2.3 Maintenance of 1,000 cadets at each graduation following a 7-month training period, including 15 per cent female cadets and 10 per cent cadets for the Directorate of Prison Administration (2012/13: 1,000; 2013/14: 2,000; 2014/15: 1,000)

1.2.4 Adoption by the Haitian National Police of standard operating procedures on dealing with sexual and gender-based violence

1.2.5 Conduct by Haitian National Police instructors of all specialized training and in-service training, including but not limited to crowd control, human rights, traffic, border security, annual firearms training and qualification, rule and responsibility of commanders, physical education, judicial police, judicial and administrative investigations, gender-based violence and corrections and intervention units

1.2.6 Increase in the number of trained and fully equipped Haitian National Police officers in specialized divisions (2012/13: 698; 2013/14: 1,070; 2014/15: 1,111)

1.2.7 Increase in the number of departmental police directors and personnel from the Brigade for the Protection of Minors trained on child protection issues (2013/14: 30; 2014/15: 50)

Outputs

- Provision of daily operational advice and support to the Haitian National Police to ensure that cadets follow a common curriculum on basic police duties during Police School training, including specific additional training for graduates joining the Directorate of Prison Administration and a 12-month field training programme
- Provision of daily operational advice and support to the Haitian National Police on the development and implementation of a strategy for early identification of Haitian National Police cadets for assignment to the Directorate of Prison Administration
- Provision of technical support to the Haitian National Police on the certification of at least 15 per cent additional instructors in specialized and field coaching training activities, including crowd control and intervention units, sexual and gender-based violence, corrections and judicial police, through the train-the-trainers programme
- Provision of daily operational advice and support to the Haitian National Police through co-location activities to complete background checks for 1,000 cadets per promotion before completion of basic training activities
- Provision of weekly technical support to the National Police Academy on the conduct of advanced training courses for 45 senior officers from the Haitian National Police, but also including a number of staff from the Directorate of Prison Administration, on subjects including administration, prison management, criminal intelligence and terrorism, all linked to the promotion of gender balance at senior levels

- Daily technical assistance to the Haitian National Police on the development of the units responsible for the maintenance of the integrity of borders, with a specific focus on maritime borders, through the Haitian National Police Coast Guard in Port-au-Prince, Cap-Haïtien, Les Cayes and Port-de-Paix, as well as at the 2 international airports and the 4 official land border crossing points
- Provision of monthly technical advice to the Haitian National Police on the development of a database on sexual and gender-based violence cases reported, investigated and referred to the justice system
- Weekly technical assistance to the Haitian National Police on the establishment of a national coordination office and 16 departmental coordination offices on sexual and gender-based violence, including the organization of 1 nationwide multimedia campaign on sensitizing communities on issues related to sexual and gender-based violence, women's human rights and access to justice
- Provision of operational support to the Haitian National Police for the assessment and evaluation, including through the action plan and implementation strategy, of 4 commissariat detention centres in the country
- 36 specialized training courses for a total of 900 Haitian National Police officers on criminal investigations, crowd control, sexual and gender-based violence, HIV/AIDS awareness, close protection and civil protection, including strengthening the capacity of Haitian National Police instructors to deliver training
- Conduct of multimedia public information campaigns to raise public awareness regarding sexual and gender-based violence, child protection issues and the role of the Brigade for the Protection of Minors, as well as police reform, including in terms of the increase in women's participation in the Haitian National Police and gender sensitivity within its existing ranks, respect for human and child rights, and the role of the Mission in assisting the Government in maintaining stability and in carrying out the reform of rule-of-law institutions
- Conduct of 6 training and sensitization sessions on child rights for 50 officers of the Haitian National Police/Brigade for the Protection of Minors and 6 joint visits with the Brigade and the Institute for Social and Welfare Research to respond to child rights violations and assess response to child trafficking activities at border crossing points

Expected accomplishments	*Indicators of achievement*
1.3 Improved administrative and management capacities of the Haitian National Police, with relevant specialized units in place	1.3.1 Implementation of an effective human resources management system, including the creation of a central directorate of human resources, welfare and health services, and policies related to personnel management
	1.3.2 Increase in the rate of implementation of the Haitian National Police budget, including the relevant allocation of funds to the Directorate of Prison Administration (2012/13: 89 per cent; 2013/14: 92 per cent; 2014/15: 94 per cent)
	1.3.3 Establishment of a strategic planning unit in the Haitian National Police to facilitate the implementation of the development plan for 2012-2016

Outputs

- Weekly technical assistance to the Haitian National Police on the continued enhancement of its budget and finance system, including the allocation of resources to the Directorate of Prison Administration system, and the continued increase in the capacity of its procurement management system

- Weekly meetings with Haitian National Police authorities and donors to prepare proposals for technical and financial assistance from international donors for the development of the administrative and general services directorate of the Haitian National Police, particularly in terms of human resources management, logistics, supply, fleet management, facilities and communications
- Provision of weekly technical support to the Haitian National Police to improve the recruitment process with a view to developing a strategy for promoting women's recruitment and retention at all levels
- Daily technical assistance to the Directorate of Prison Administration, through co-location with and mentoring of the Director and Deputy Director of Administration, in the development and implementation of management tools and standard operating procedures in the areas of planning, recruitment and performance evaluation
- Provision of technical support to the Directorate of Prison Administration in the conduct of formal investigations following alleged incidents of staff misconduct or violations of inmate rights
- Weekly meetings with the Directorate of Prison Administration to develop and implement an effective strategic plan for improving the infrastructure of the prison system
- Daily technical assistance to the Haitian National Police on the planning, management and coordination of the implementation of the Haitian National Police development plan for 2012-2016 and the joint implementation plan

Expected accomplishments	*Indicators of achievement*
1.4 Enhanced ability of the General Inspectorate of the Haitian National Police to provide oversight to the entire police institution	1.4.1 Increase in the number of staff of the General Inspectorate of the Haitian National Police who are equitably deployed throughout the country, with consideration of gender balance and administrative capacity to function in accordance with international norms (2012/13: 140; 2013/14: 148; 2014/15: 222)
	1.4.2 Development and approval by the Haitian National Police of a strategic development plan for its General Inspectorate and publication of an annual report by the Chief Inspector-General outlining the key activities of the General Inspectorate, including an update on vetting procedures
	1.4.3 Establishment of internal regulations in the General Inspectorate of the Haitian National Police on the conduct of annual audits and investigation of all incidents, particularly allegations of human rights violations and the use of lethal force, with disciplinary actions taken in all substantiated cases
	1.4.4 Increase in the number of cases of human rights violations investigated by the General Inspectorate of the Haitian National Police, including the illegal use of lethal force and other alleged cases of misconduct, such as sexual exploitation and abuse cases that have resulted in recommendations of sanctions (2012/13: 16; 2013/14: 20; 2014/15: 70)

1.4.5 Increase in the number of sanctions, such as the revocation or suspension of police duties, adopted by the Director General of the Haitian National Police on the basis of the recommendations of the General Inspectorate of the Haitian National Police (2012/13: 10; 2013/14: 14; 2014/15: 35)

Outputs

- Organization and conduct of 4 capacity-building training sessions for 72 newly assigned personnel of the General Inspectorate of the Haitian National Police on police oversight accountability mechanisms and preparations for police inspections conducted by the General Inspectorate
- Technical assistance to the General Inspectorate of the Haitian National Police, through the sharing of investigative reports on alleged human rights violations and monthly meetings with inspectors-general, to follow up on cases of alleged human rights violations, including the illegal use of lethal force and other alleged cases of misconduct, including sexual exploitation and abuse, and supporting investigations and, when relevant, sanctions by the General Inspectorate
- Bimonthly meetings with the General Inspectorate of the Haitian National Police on the implementation of the Haitian National Police strategic development plan, including follow-up to recommendations contained in the annual report
- Technical assistance and advice through daily meetings on the monitoring of investigations by the General Inspectorate of the Haitian National Police into allegations of human rights violations, including the illegal use of lethal force and other alleged cases of misconduct, such as sexual exploitation and abuse, its recommendations to the Director General of the Haitian National Police and responses from the Director General and the Ministry of Justice
- Daily technical assistance to the Haitian National Police, in conjunction with the Office of the Inspector-General, on the final implementation of the integrity vetting of the remaining 3,500 Haitian National Police officers
- Organization of 2 high-level consultative meetings for 10 representatives of the Haitian judicial institutions, the United Nations and key donor countries to support the establishment and functioning of a national rule-of-law coordination mechanism comprising key relevant national and international stakeholders
- Provision of technical support and advice to the General Inspectorate, through bimonthly meetings to review and/or develop regulations related to the implementation of inspections and annual audits of the police services

External factors

Progress is made in the Haitian National Police development plan for 2012-2016 as planned, including the completion of medical clearances of Haitian National Police cadets, and in the acquisition of necessary equipment to permit the timely recruitment of new Haitian National Police officers. The Government is able to secure the necessary funding for the Haitian National Police development plan

Table 6
Human resources: component 1, security and stability

Category	*Total*
I. Military contingents	
Approved 2013/14	6 270
Proposed 2014/15	5 021
Net change	**(1 249)**
II. United Nations police	
Approved 2013/14	951
Proposed 2014/15	951
Net change	–
III. Formed police units	
Approved 2013/14	1 600
Proposed 2014/15	1 600
Net change	–
IV. Government-provided personnel	
Approved 2013/14	50
Proposed 2014/15	50
Net change	–

	International staff								
V. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Force Commander									
Approved posts 2013/14	–	1	–	–	1	2	3	–	5
Proposed posts 2014/15	–	1	–	–	1	2	3	–	5
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2013/14	–	2	5	–	1	8	16	8	32
Proposed posts 2014/15	–	2	5	–	1	8	16	8	32
Net change	–	–	–	–	–	–	–	–	–
Joint Mission Analysis Centre									
Approved posts 2013/14	–	–	1	2	1	4	–	2	6
Proposed posts 2014/15	–	–	1	2	1	4	–	2	6
Net change	–	–	–	–	–	–	–	–	–
Joint Operations Centre									
Approved posts 2013/14	–	–	2	3	1	6	–	1	7

V. Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Proposed posts 2014/15	–	–	2	3	–	5	1	1	7
Net change	–	–	–	–	(1)	(1)	1	–	–
Subtotal, civilian staff									
Approved 2013/14	–	3	8	5	4	20	19	11	50
Proposed 2014/15	–	3	8	5	3	19	20	11	50
Net change	–	–	–	–	(1)	(1)	1	–	–
Total (I-V)									
Approved 2013/14	–	–	–	–	–	–	–	–	8 921
Proposed 2014/15	–	–	–	–	–	–	–	–	7 672
Net change	–	–	–	–	–	–	–	–	**(1 249)**

[a] Includes National Professional Officers and national General Service staff.

Joint Operations Centre

International staff: decrease of 1 post

National staff: increase of 1 position

Table 7
Human resources: Joint Operations Centre

Change	Level	Functional title	Post action
Posts			
-1	FS	Administrative Assistant	Converted
+1	NPO	Administrative Assistant	Converted

41. The Joint Operations Centre is an integrated information hub responsible for: (a) establishing, maintaining and ensuring situational awareness across the Mission; (b) providing consolidated reports to the Mission's senior management, internal and external stakeholders and United Nations Headquarters in accordance with the Department of Peacekeeping Operations policy for integrated mission reporting; (c) serving as a focal point for the United Nations country team and international and national actors requesting MINUSTAH support; (d) providing operational oversight, awareness and coordination with relevant organizational entities and other United Nations entities with respect to all mission activities during both day-to-day and crisis situations; (e) coordinating mission-wide plans relating to evacuation, disaster/crisis management, massive casualty events and aircraft emergencies; and (f) coordinating routine tasking among multiple Mission components.

42. The post of Administrative Assistant (Field Service) provides essential administrative support to the Centre's staff members at MINUSTAH facilities in Port-au-Prince (Delta camp). The incumbent has responsibility for supporting

civilian, military and police personnel in routine administrative matters related to induction, leave management, attendance records and check-out; assisting the Chief of the Centre with information and records management, staffing and budget; and providing a focal point for addressing and following up on all logistic/administrative support issues related to the Centre.

43. In line with the Mission's consolidation plan, the conversion of this Field Service post to a National Professional Officer post is proposed. The conversion will enable the Centre to continue to effectively support the Mission's executive management function with respect to monitoring and reporting on cross-sector operations, facilitating the efficient and coordinated utilization of available engineering, logistics and security resources of the Mission to support relief, recovery and reconstruction activities, and coordinating the United Nations system response during crisis events.

Component 2: democratic governance and State legitimacy

44. Component 2 reflects the assistance provided by MINUSTAH to the Government in strengthening democratic governance, consolidating the authority of the State and developing its institutions. The component incorporates the activities of the Political Affairs Section, the Civil Affairs Section, the Communications and Public Information Section, the Electoral Assistance Section, the Legal Affairs Section and the Regional Coordination Unit.

45. The fragile political environment in Haiti and the delays that have arisen since 2011 in the holding of elections in the country have impaired the functioning of key institutions such as the Senate and the municipal councils. Nonetheless, the Mission's accomplishments in providing institutional support at the national and subnational levels have helped to lay the foundations for key governance pillars: the normalization and recurrent processes of local financial management, the development of standardized administrative management tools and the extension of State authority through the rehabilitation or construction of State institutions.

46. Therefore, the Mission will continue to carry out its good offices initiatives, facilitate conflict mediation processes and provide early warning assessments on threats to stability. The Mission will also continue to play a role in civil society empowerment. While MINUSTAH will continue to provide advice and technical assistance with respect to political, legislative and governance processes, it will give particular attention to monitoring political and security developments and engage in conflict resolution and mediation. The Mission will continue to play its lead role in coordinating local training and emergency preparedness with donor partners and national authorities. Priority will be given to the reinforcement of key management tools that have been sustained in spite of the fragile environment. Concurrently, the Mission will advocate and facilitate greater synergy among parliamentarians and constituencies through the creation of space for dialogue/debate on topics of interest to the population and/or discussions on the work of the parliamentary commissions.

47. In line with Security Council resolution 2119 (2013), MINUSTAH will continue to support the political process under way in Haiti, including by supporting the Special Representative of the Secretary-General in ensuring that all relevant political actors in the country work cooperatively for the realization of the partial legislative, municipal and local elections that are long overdue. The Mission will also continue to support and coordinate international electoral assistance to Haiti in

cooperation with other international stakeholders, including the Organization of American States, the Union of South American Nations and the secretariat of the Caribbean Community, as appropriate. The Mission will continue to support the work of the Special Representative of the Secretary-General in promoting political stability and the consolidation of democracy in Haiti, including the building of consensus between the legislative and executive branches of the Government, and with respect to the adoption and promulgation of key legislation.

Expected accomplishments	*Indicators of achievement*
2.1 All-inclusive political dialogue and national reconciliation	2.1.1 Adoption of a legislative agenda mutually agreed upon by the executive branch and Parliament
	2.1.2 Increase in the number of bills submitted by the executive and legislative branches and voted on by Parliament (2012/13: 3; 2013/14: 30; 2014/15: 35)
	2.1.3 Promulgation of laws on political parties and political groups

Outputs

- Weekly meetings with the President and the Prime Minister to assess progress on the Government's dialogue with political parties, civil society groups and private sector actors
- Bimonthly meetings with the President's main advisers to provide advice on an all-inclusive political process
- Technical support for and use of good offices to make progress on the legislative agenda and constitutional reform and foster consensus-building among political parties, including through weekly meetings with the Presidents of the Senate and the Chamber of Deputies and weekly meetings with representatives of political parties
- Bimonthly meetings with presidential advisers and members of Parliament on the identification and implementation of the legislative agenda in support of private sector growth
- Bimonthly meetings with national and international private sector actors to identify policy requirements in support of private sector investment and growth
- Monthly meetings with civil society organizations at the national and local levels to promote women's participation in public affairs and identify thematic priorities for all-inclusive dialogue with governmental institutions
- Organization of 2 advocacy workshops for a total of 50 participants and of 10 departmental forums (one in each department) on 2 pieces of key legislation, including on electoral and anti-corruption laws
- Conduct of 3 sensitization workshops for 40 parliamentarians on the constitutional provision for a quota of 30 per cent representation by women in public affairs and on the law on political parties
- Provision of monthly technical support to three parliamentary commissions (on human rights, social affairs and territorial collectives) regarding key priority laws and identified gaps in the Haitian legal system
- Provision of technical support on a monthly basis to the gender equality office of Parliament to effectively advocate the adoption of gender-sensitive laws

- Conduct of 2 multimedia public information campaigns in support of political dialogue, national reconciliation, peace and the promotion of stable national institutions in accordance with the Mission's mandate, its consolidation plan and government priorities, through advocacy and public outreach activities, including monthly thematic television debates, print media, video, the Mission's website and social media, on the rule of law, police reform, the electoral process, decentralization and national dialogue, and through regional training on radio and television reporting for media professionals

Expected accomplishments	*Indicators of achievement*
2.2 Strengthened capacity of State institutions to provide services at the central and local levels	2.2.1 Promulgation of new or revised laws on corruption, public service, parliamentary civil service, investment and customs, as well as of laws governing the organization of public institutions that take into account the minimum quota of 30 per cent representation by women, as required under the Constitution
	2.2.2 Increase in the number of municipalities formulating and implementing a budget aimed at improving the delivery of basic services (2012/13: 80; 2013/14: 90; 2014/15: 100)
	2.2.3 Increase in the number of delegations (2012/13: 0; 2013/14: 2; 2014/15: 4) and vice-delegations (2012/13: 0; 2013/14: 0; 2014/15: 10) that develop action plans that are gender-sensitive, including the minimum quota of 30 per cent representation by women, as required by the Constitution
	2.2.4 Involvement of 34 local authorities and civil society organizations, including women's groups, in conflict resolution and management at the local level

Outputs

- Weekly technical assistance to the Directorate of Local Government of the Ministry of the Interior, through MINUSTAH personnel embedded as advisers, to develop new strategies for the improvement of the management of local administrations
- Monthly technical assistance to all departmental delegations and 50 per cent of vice-delegations to enhance administrative and performance management, including gender parity in staffing, and to enhance the confidence of the public, including women, in State institutions
- Monthly technical assistance to 140 municipal administrations to improve their administrative and fiscal capacity to provide public services to their communities, including through the development of budget implementation plans, the increased capacity of local revenue collection and project management, improved municipal staff performance and the enhanced delivery of basic services
- Implementation of 120 quick-impact projects to strengthen State capacities to provide basic public services to the population, reinforce rule-of-law structures, support civil society engagement in good governance, and provide opportunities to reinforce democratic and participatory debates during the electoral process in all 10 departments

- Organization of 120 pre-electoral municipal forums on the electoral process to promote dialogue among electoral support institutions, candidates, political parties and members of civil society, including women
- Weekly participation in joint technical committees with the Ministry of the Interior and other external partners to harmonize and develop standardized tools and procedures on financial management in order to improve the accountability, transparency and efficiency of local administrations
- 20 capacity-building training sessions, jointly conducted with the Ministry of the Interior and other external partners, for 420 newly elected mayors and heads of administration and 140 municipal accountants and tax officers
- Monthly technical assistance to the United Nations country team and the Government of Haiti in monitoring the implementation of programmes to address health, water and sanitation issues
- Issuance of 4 reports analysing activities implemented by the United Nations and other partners in support of health and water and sanitation plans, including trends in assistance and funding gaps; and design of 3 communications support materials (i.e., brochure, booklet or video) for public information-sharing on United Nations activities related to health, water and sanitation

Expected accomplishments	*Indicators of achievement*
2.3 Improved operational and institutional capacities of the Permanent Electoral Council	2.3.1 Increase in the percentage of the electoral budget provided by the Government to 50 per cent, with an electoral law promulgated and related regulations subsequently adopted by the Permanent Electoral Council (2012/13: 0 per cent (no elections); 2013/14: 0 per cent (no elections); 2014/15: 30 per cent)
	2.3.2 Establishment of a Permanent Electoral Council, without external influence in the conduct of the election process, to replace the Transitional College of the Permanent Electoral Council, currently in place
	2.3.3. Increase in the number of departments in which the Government of Haiti assumes responsibility for electoral logistics and security, in accordance with the electoral agenda, as defined in the Constitution (2012/13: 0 (no elections); 2013/14: 0 (no elections), 2014/15: 4)

Outputs

- Provision of technical support and advice, through bimonthly meetings, to the Permanent Electoral Council to review and/or develop regulations related to the implementation of the revised electoral law, to review past expenditure for elections in order to reduce costs and to ensure the sustainability and national ownership of the Haitian electoral system
- Provision of technical advice and logistical support, through daily and weekly meetings with the Permanent Electoral Council as the election date approaches, on the development and implementation of electoral logistics and security plans

- Weekly meetings at the national and departmental levels to provide capacity-building support to the Permanent Electoral Council on logistics and the conduct of 2 1-week training seminars on electoral administration and electoral logistics for 33 Council headquarters and departmental senior staff
- Conduct of 4 training programmes for 12 Permanent Electoral Council technical staff on electoral logistics, the planning and management of electoral operations, geographic information systems, communications and public information
- Provision of technical support and advice, through monthly meetings and/or technical seminars, to the Haitian National Police to build national capacities in the area of electoral security, including the provision of a joint Permanent Electoral Council/Haitian National Police training seminar for 13 Haitian National Police staff on electoral security
- Conduct of 2 multimedia public information campaigns to raise public awareness regarding the electoral process, including the increase in women's participation in that process, and provision of direct support to the Permanent Electoral Council on the design of a communications and information strategy through standard multimedia mechanisms

External factors

The executive, legislative and judicial branches of the Government will engage in dialogue with all relevant stakeholders, including political parties and civil society, that results in a political consensus regarding the type and the sequence of elections to be held and facilitates the organization of elections in accordance with the amended electoral law. The Government is able to secure the necessary funding for the elections

Table 8
Human resources: component 2, democratic governance and State legitimacy

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Political Affairs Section									
Approved posts 2013/14	–	1	5	3	1	**10**	7	–	**17**
Proposed posts 2014/15	–	1	5	2	1	**9**	6	–	**15**
Net change	–	–	–	**(1)**	–	**(1)**	**(1)**	–	**(2)**
Communications and Public Information Section									
Approved posts 2013/14	–	1	2	7	6	**16**	60	8	**84**
Proposed posts 2014/15	–	1	2	3	6	**14**	58	2	**72**
Net change	–	–	–	**(4)**	–	**(4)**	**(2)**	**(6)**	**(12)**
Electoral Assistance Section									
Approved posts 2013/14	–	–	3	1	–	**4**	14	12	**30**
Proposed posts 2014/15	–	–	3	1	–	**4**	12	9	**25**
Net change	–	–	–	–	–	–	**(2)**	**(3)**	**(5)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Community Violence Reduction Section									
Approved posts 2013/14	–	–	2	3	1	**6**	20	6	**32**
Proposed posts 2014/15	–	–	2	3	1	**6**	22	6	**34**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**2**	**–**	**2**
Approved temporary positions[b] 2013/14	–	–	–	–	–	–	2	–	**2**
Proposed temporary positions[b] 2014/15	–	–	–	–	–	–	–	–	–
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**(2)**	**–**	**(2)**
Subtotal									
Approved 2013/14	–	–	2	3	1	**6**	22	6	**34**
Proposed 2014/15	–	–	2	3	1	**6**	22	6	**34**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Regional Coordination Unit									
Approved posts 2013/14	–	–	10	–	–	**10**	–	–	**10**
Proposed posts 2014/15	–	–	5	–	–	**5**	–	–	**5**
Net change	**–**	**–**	**(5)**	**–**	**–**	**(5)**	**–**	**–**	**(5)**
Civil Affairs Section									
Approved posts 2013/14	–	1	9	14	3	**27**	55	15	**97**
Proposed posts 2014/15	–	1	6	10	3	**20**	50	12	**82**
Net change	**–**	**–**	**(3)**	**(4)**	**–**	**(7)**	**(5)**	**(3)**	**(15)**
Legal Affairs Section									
Approved posts 2013/14	–	–	3	1	1	5	2	–	7
Proposed posts 2014/15	–	–	3	1	1	5	2	–	7
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total									
Approved posts 2013/14	–	3	34	29	12	**78**	158	41	**277**
Proposed posts 2014/15	–	3	26	20	12	**61**	150	29	**240**
Net change	**–**	**–**	**(8)**	**(9)**	**–**	**(17)**	**(8)**	**(12)**	**(37)**
Approved temporary positions[b] 2013/14	–	–	–	–	–	–	2	–	**2**
Proposed temporary positions[b] 2014/15	–	–	–	–	–	–	–	–	–
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**(2)**	**–**	**(2)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Total									
Approved 2013/14	–	3	34	29	12	**78**	160	41	**279**
Proposed 2014/15	–	3	26	20	12	**61**	150	29	**240**
Net change	–	–	**(8)**	**(9)**	–	**(17)**	**(10)**	**(12)**	**(39)**

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance.

Political Affairs Section

International staff: decrease of 1 post

National staff: net decrease of 1 post

Table 9
Human resources: Political Affairs Section

	Change	Level	Functional title	Post action
Posts				
	-1	P-3	Political Affairs Officer	Converted
	+1	NPO	Political Affairs Officer	Converted
	-1	NGS	Administrative Assistant	Abolished
	-1	NGS	Driver	Abolished

48. The Political Affairs Section supports the Special Representative of the Secretary-General in providing good offices and promoting political consensus for stability and consolidation. In addition, the Section identifies emerging issues related to the Mission's overall mandate, conducts analyses and recommends possible strategies and measures, and provides suggestions for plans of action for immediate and long-range solutions to political issues and challenges.

49. In the 2014/15 period, it is anticipated that the Section's need for in-depth knowledge and analysis of political issues will increase in spite of the Mission's consolidation, owing to the foreseen legislative elections in late 2014, the presidential elections in 2015 and the related political and security implications. The Section's work relies heavily on the inputs of its National Professional Officers, not only because of their in-depth knowledge of the Haitian political landscape and their proficiency in Creole, but also because their lead role and involvement enhance Haitian ownership and contribute to capacity-building. Therefore, the conversion of a post of Political Affairs Officer (P-3) to a National Professional Officer post is proposed.

50. In addition, two posts (1 Administrative Assistant and 1 Driver (national General Service)) are proposed for abolishment. The two remaining administrative assistants and two drivers are sufficient to address the Section's needs and to support its mandated tasks.

Communications and Public Information Section

International staff: decrease of 4 posts

National staff: net decrease of 2 posts

United Nations Volunteers: decrease of 6 positions

Table 10
Human resources: Communications and Public Information Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-4	P-3	Public Information Officer	Abolished
	-1	UNV	Community Manager	Converted
	+1	NPO	Community Manager	Converted
	-1	UNV	Cartoonist	Converted
	+1	NGS	Cartoonist	Converted
	-1	NGS	Radio/Studio Technician	Abolished
	-1	NGS	Administrative Assistant	Abolished
	-1	NPO	Public Information Officer	Abolished
	-1	NPO	Radio Producer	Abolished
	-1	UNV	Radio/Studio Technician	Abolished
	-1	UNV	Radio/News Producer	Abolished
	-2	UNV	Public Information Officer	Abolished

51. In connection with the Mission's reduction in staff and the handing over of more responsibility to national staff, it is proposed that four posts of Public Information Officer (P-3), comprising two in the Outreach Unit, one in the Media Relations Unit and one in the Video Unit, be abolished. These proposed changes will contribute to the continuing transfer of knowledge to national capacities and to the reduction of staff and decentralization, as stipulated in the Mission's consolidation plan. The functions of the posts will be distributed among the existing staff of the Section.

52. In addition, it is proposed that one position of Community Manager (United Nations Volunteer) and one position of Cartoonist (United Nations Volunteer) be converted to National Professional Officer and national General Service posts, respectively. The Section's work relies heavily on the inputs of its national staff, not only because of their in-depth knowledge of the Haitian political landscape and their proficiency in Creole, but also because their lead role and involvement enhance Haitian ownership and contribute to capacity-building. The proposed conversion will support the Section's goal of fulfilling all its mandated activities, while transferring knowledge to national staff.

53. Furthermore, it is proposed that four national posts (2 Radio Producer and Public Information Officer (National Professional Officer) and 2 Radio/Studio Technician and Administrative Assistant (national General Service)) be abolished. In

addition, four positions (1 Radio/Studio Technician, 1 Radio/News Producer and 2 Public Information Officer) (United Nations Volunteer)) are proposed for abolishment. The abolishment of these posts is proposed to help eliminate redundant tasks and increase the capacity of existing staff to assume additional responsibilities.

Electoral Assistance Section

National staff: decrease of 2 posts

United Nations Volunteers: decrease of 3 positions

Table 11
Human resources: Electoral Assistance Section

	Change	*Level*	*Functional title*	*Post action*
Posts				
	-2	NGS	Regional Electoral Coordinator	Abolished
	-3	UNV	Regional Electoral Coordinator	Abolished

54. Local and partial legislative elections, delayed since 2011, are now tentatively scheduled for 2014. Once these elections have taken place, it is anticipated that the ensuing establishment of a Permanent Electoral Council will allow MINUSTAH to refocus its efforts primarily on the further building and strengthening of sustainable national capacities on the part of the new Haitian electoral authorities in view of the Mission's planned phased drawdown. This will enable the electoral authorities to assume a larger role in the organization of elections, a process that will start with the 2014 local and partial legislative elections scheduled for 2014.

55. As part of the consolidation of MINUSTAH and the progressive reorientation of its support away from direct technical support and towards the strengthening of the capacities of the national electoral institution, coupled with a progressive handover of responsibilities to the Haitian authorities, the Section will be able to reduce its staffing in the Mission's regional offices. Therefore, the abolishment of a total of five posts/positions of Regional Electoral Coordinator (3 United Nations Volunteer and 2 national General Service) is proposed.

Community Violence Reduction Section

National staff: no net change

Table 12
Human resources: Community Violence Reduction Section

	Change	*Level*	*Functional title*	*Post action*
Posts				
	+2	NPO	Project Officer	Converted
Temporary positions				
	-2	NPO	Project Officer	Converted

56. In preparation for the progressive handover of community violence reduction projects and the process of consolidation under the rule-of-law pillar, the Section will require national staff equipped with the skills and competencies required to ensure the successful implementation of an envisioned strategy that prioritizes the enhancement of partnership development at both the level of the relevant Haitian authorities and the level of local communities. Accordingly, at this stage of the life cycle of the community violence reduction programme, the retention of national staff with the requisite technical specialization, familiarity with programme modes of operation and integral knowledge of beneficiary communities is critical.

57. In order to maintain momentum, effectiveness and the level of project delivery attained thus far, it is proposed that two temporary positions of Project Officer (National Professional Officer) be converted to regular posts. The posts will serve an essential function in facilitating community-level programme outreach and social mobilization against violence, assessing the needs of vulnerable communities in areas at risk, verifying the implementation of projects and ensuring adequate follow-up, establishing and cultivating formal relations with national counterparts and strengthening the capacity of implementing partners and relevant State institutions.

Regional Coordination Unit

International staff: decrease of 5 posts

Table 13
Human resources: Regional Coordination Unit

	Change	*Level*	*Functional title*	*Post action*
Posts				
	-5	P-4	Chief Departmental Officer	Abolished

58. MINUSTAH field operations will remain across five regional offices and five liaison offices. As part of the Mission's continued consolidation, the substantive staffing structure of the five liaison offices will be reduced. These offices were formerly headed by Chief Departmental Officers at the P-4 level. It is therefore proposed that five posts of Chief Departmental Officer (P-4), in the departmental offices in Hinche, Jérémie, Miragoâne, Fort-Liberté and Port-de-Paix, be abolished. The functions of these P-4 posts will be carried out by existing Civil Affairs Officers, with the support of their respective Chief Regional Officers.

Civil Affairs Section

International staff: decrease of 7 posts

National staff: decrease of 5 posts

United Nations Volunteers: decrease of 3 positions

Table 14
Human resources: Civil Affairs Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-3	P-4	Civil Affairs Officer	Abolished
	-3	P-3	Civil Affairs Officer	Abolished
	-1	P-2	Associate Civil Affairs Officer	Abolished
	-5	NPO	Civil Affairs Officer	Abolished
	-3	UNV	Civil Affairs Officer	Abolished

59. The Civil Affairs Section will continue to provide advice and technical support with respect to political, legislative and governance processes, including the establishment and monitoring of the parliamentary agenda and the development and implementation of local budgets. Collaborating with UNDP in the context of its role in supporting the development of the national disaster risk reduction system, the Section will also continue its coordination role regarding local training and support for natural disaster risk preparedness. In addition, the Section will continue to focus its efforts on monitoring and facilitation at the local level, confidence-building, conflict resolution, reconciliation and the extension of State authority. In the context of the Mission's reconfiguration and consolidation, it is proposed that 12 posts of Civil Affairs Officer (3 P-4, 3 P-3, 1 P-2 and 5 National Professional Officer), and 3 positions of United Nations Volunteer be abolished.

Component 3: rule of law and human rights

60. Component 3 covers the activities carried out by MINUSTAH to assist the Government in the development of legal and judicial institutions and prison services to protect and advance human rights. It consists of the Rule of Law Coordination Office, the Justice Section, the Corrections Unit, the Human Rights Section, the Border Management Unit and the Child Protection Unit.

61. The Mission will continue to focus on providing assistance to the Government in three high-impact, far-reaching areas intended to lay the foundation for the development of a culture of the rule of law and the protection of human rights: (a) the establishment and/or strengthening of functioning, fundamental accountability mechanisms, namely, the Superior Council of the Judiciary, the Office for the Protection of Citizens, the Inspector-General of the Haitian National Police and the Anti-Corruption Unit; (b) assistance to government entities on key issues including human rights, prison administration and the collection of customs revenues; and (c) crucial legislative reform, in particular the penal procedure code and the criminal code. With regard to child protection, advocacy will be undertaken for the adoption by Parliament of two optional protocols to the Convention on the

Rights of the Child and the children's code. In addition, the Mission will continue to assist the Haitian authorities in protecting human rights, in particular the rights of children and women, and in increasing the accountability and transparency of State institutions and State officials through judicial and civil society oversight. To this end, the Mission will continue its focus on: (a) combating impunity for human rights violations, including those committed by the police; (b) reducing the rates of illegal prolonged detention; and (c) increasing the compliance and engagement of the Government of Haiti with United Nations human rights mechanisms and bodies and relevant Security Council resolutions on women and peace and security.

Expected accomplishments	*Indicators of achievement*
3.1 Progress in the establishment and/or strengthening of the functioning of key accountability mechanisms in compliance with international human rights standards	3.1.1 Assumption by the Superior Council of the Judiciary of its full role of oversight of the judiciary through the issuance of at least 5 general instructions and the administration of the judicial budget
	3.1.2 Examination and, where relevant, investigation by the General Inspectorate of the Superior Council of the Judiciary of all allegations that are brought to its attention
	3.1.3 Maintenance of the number of staff in the Office for the Protection of Citizens, taking into consideration the quota of 30 per cent representation by women at the executive and managerial levels (2012/13: 50, including 15 women; 2013/14: 53, including 18 women; 2014/15: 53, including 18 women)
	3.1.4 Maintenance of the reporting capacity of the Office for the Protection of Citizens through the release of at least 1 annual activity and/or situational report (2012/13: 1; 2013/14: 1; 2014/15: 1)
	3.1.5 Establishment of desks within the Office for the Protection of Citizens on child rights, detention and the protection of women (2012/13: 0; 2013/14: 0; 2014/15: 3)
	3.1.6 Drafting and promulgation of legislation on anti-corruption and on allowing the Anti-Corruption Unit to prosecute corruption cases
	3.1.7 Increase in the number of regional Anti-Corruption Unit offices (2012/13: 4; 2013/14: 4; 2014/15: 6)

Outputs

- Provision of technical support and advice to the Superior Council of the Judiciary, through 10 meetings and 2 workshops for 9 participants each, to support its functions, assist in the preparation of its strategic budget and support the drafting, adoption and implementation of its internal regulations, administrative regulations, financial regulations and code of conduct

- Provision of technical support and advice, on a quarterly basis, to the Superior Council of the Judiciary to ensure that the quota of 30 per cent female representation is taken into account by all entities for which it is responsible
- Provision of monthly technical support and advice to the Inspectorate of the Superior Council of the Judiciary in order to support the investigation of reported allegations of misconduct and the drafting of an annual report on cases reviewed
- Technical assistance to the Inspectorate of the Superior Council of the Judiciary through monthly meetings, with the sharing of investigative reports and follow-up on cases of alleged human rights violations
- Conduct of 2 training sessions for 15 staff members of the Office for the Protection of Citizens on human rights investigation instruments, investigations and report-writing, with monthly monitoring visits by the Office to police stations, detention facilities and justice institutions to assess the conditions and legality of detentions
- Provision of technical support and advice through biweekly meetings with the Anti-Corruption Unit to support the establishment of regional offices and to assist in the adoption of the draft law against corruption
- Organization of joint monitoring activities with the Office for the Protection of Citizens and technical assistance for the publication of thematic reports
- Monthly monitoring of, and publication of 1 report on, the treatment of sexual and gender-based violence crimes by police and justice institutions, to ensure the transfer of cases to the Prosecutor's Office and their processing by the justice institutions
- Conduct of 1 multilevel information campaign on issues relating to pretrial detention, detention conditions, the situation of juveniles in conflict with the law, the reform of judicial procedures and correctional institutions and the capacity-building efforts of rule-of-law institutions, through public information, advocacy and outreach activities, including thematic television debates, print media, a short video documentary, the Mission's website, internal and external radio broadcasts, social media, media engagements and regional activities

Expected accomplishments	*Indicators of achievement*
3.2 Progress towards an efficient and independent judiciary	3.2.1 Promulgation of key legislation, including clarification of the supervision of court clerks and of the working hours of judges, contributing to the efficiency and independence of the judiciary
	3.2.2 Decrease in the percentage of prisoners held in pretrial detention (2012/13: 72 per cent; 2013/14: 68 per cent; 2014/15: 60 per cent)
	3.2.3 Increase in the number of juvenile courts of first instance in all appeals jurisdictions (2012/13: 2; 2013/14: 2; 2014/15: 5)
	3.2.4 Increase in the number of legal assistance offices throughout the country (2012/13: 4; 2013/14: 4; 2014/15: 6)

	3.2.5 Increase in the percentage of Court of Cassation decisions published in an official journal and distributed to lower-court judges (2012/13: 0 per cent; 2013/14: 50 per cent; 2014/15: 60 per cent)
	3.2.6 Development of a curriculum by the Magistrates' School for the initial and continuous training of magistrates and the establishment of administrative and pedagogical councils

Outputs

- Daily advice to the judiciary, the Office for the Protection of Citizens and the Directorate of Prison Administration on the implementation of the strategic plan of the Ministry of Justice and Public Security for the reduction of the percentage of prisoners held in pretrial detention and the length of such detention
- Technical advice on a daily basis to committees, such as monitoring committees, on the monitoring of the situation of detainees in prolonged pretrial detention
- Provision of technical support and advice through bimonthly meetings with the Court of Cassation to support its efforts to publish its decisions
- Provision of technical support and advice to the Ministry of Justice and Public Security and the Superior Council of the Judiciary to ensure the opening of two new juvenile courts, in Gonaïves and Les Cayes
- Technical support and advice through biweekly meetings with the Ministry of Justice and Public Security on the law on the reorganization and functioning of the Ministry
- Technical support and advice through meetings with 6 potential donors on resource mobilization and training for 8 managers and administrative staff in legal assistance offices on the management of funds
- Technical support and advice through 50 meetings and 8 workshops, for a total of 80 participants, with the Ministry of Justice and Public Security and elected officials to advance the reform of the penal procedure code and the criminal code
- Technical assistance and advice through 4 meetings with the Ministry of Justice and Public Security and the Association of Court Clerks to support the drafting of a law on the status of court clerks
- Technical assistance to juvenile courts of first instance and the prosecutor appointed for juvenile justice to strengthen their capacity to expedite cases involving minors in detention
- Technical support and advice through 10 meetings with and 3 workshops for a total of 30 participants from the Magistrates' School and the Ministry of Justice and Public Security to improve the application of the law on the status of the magistracy and the law on the Magistrates' School
- Conduct of monthly meetings with the administrative council of the Magistrates' School to advocate the installation of a pedagogical council
- Conduct of 1 information campaign to raise public awareness of challenges posed and progress made in increasing access to justice, especially in terms of peace hubs and judicial and correctional systems, and in enhancing the capacity of Haitian justice and security institutions, through 42 weekly 40-minute radio programmes on access to justice and the judicial system, 32 weekly 40-minute radio programmes on peace hubs and grassroots initiatives and 3 hour-long video debate programmes televised throughout the country and the diaspora on specifics of prolonged pretrial detention, access to justice and legal challenges

Expected accomplishments	*Indicators of achievement*
3.3 Improvement in infrastructure, health and sanitation in the Haitian correctional system	3.3.1 Maintenance in the number of prisons that implement the standard operating procedures developed by the Directorate of Prison Administration (2012/13: 4; 2013/14: 17; 2014/15: 17)
	3.3.2 Issuance of new guidelines on the treatment of members of vulnerable groups, such as persons with physical and mental disabilities, women and children, and provision of training for correctional officers on those guidelines by the Directorate of Prison Administration
	3.3.3 Drafting and promulgation of a corrections and prisons law
	3.3.4 Increase in the percentage of personnel of the Directorate of Prison Administration who are trained in gender awareness and sensitivity (2012/13: 0 per cent; 2013/14: 56 per cent; 2014/15: 100 per cent)

Outputs

- Daily mentoring of staff in 17 prisons of the Directorate of Prison Administration to ensure the continued implementation of its standard operating procedures, including the maintenance of updated files (judgement orders, arrest warrants, personnel files and medical files) for all detainees
- Daily mentoring of all personnel of the Directorate of Prison Administration on the development and application of a strategic staff training plan that supports the implementation of new prison management policies and standard operating procedures
- Daily mentoring of 69 health-care staff of the Directorate of Prison Administration on the implementation of the policy on inmate health and the development of a policy on the physical and mental health of detainees
- Provision of technical support and advice to the Directorate of Prison Administration and the Ministry of Justice and Public Security, through monthly meetings, on the drafting of a law on corrections and prisons
- Provision of support and advice to the Directorate of Prison Administration, through monthly meetings, on the coordination of national and international activities of stakeholders and donors in the areas of prisons and corrections development, policy, programming and services
- Organization of monthly visits to 1 juvenile detention centre and all prisons throughout the country to follow up on juvenile cases and monitor their detention conditions
- Provision of monthly training and advice to the Directorate of Prison Administration on gender awareness and sensitivity

Expected accomplishments	*Indicators of achievement*
3.4 Increased compliance and engagement by the Government of Haiti with United Nations human rights instruments, mechanisms and bodies	3.4.1 Increase in the number of recommendations by the United Nations human rights mechanisms, including the 122 recommendations resulting from the universal periodic review, accepted by Haiti and implemented by the Government (2012/13: 15; 2013/14: 15; 2014/15: 20)

3.4.2 All requests by the United Nations human rights special procedures and United Nations human rights officials result in visits to Haiti (2012/13: 2; 2013/14: 2; 2014/15: 2)

3.4.3 Formulation of a national action plan on human rights by the Interministerial Committee on Human Rights, which includes a strategy for the implementation of the 122 recommendations based on the universal periodic review recommendations

3.4.4 Drafting of the decrees of accession to international human rights conventions (on torture, migrant workers and enforced disappearance) by the Interministerial Committee on Human Rights and submission of reports to human rights treaty bodies

Outputs

- Monthly meetings with the Minister for Human Rights and the Fight against Extreme Poverty to analyse current human rights developments and negotiate solutions to problems identified
- Monthly technical assistance to the Interministerial Committee on Human Rights on the implementation of the national human rights action plan and the recommendations of the United Nations human rights mechanisms, and the preparation of reports to the Committee on the Elimination of Discrimination against Women and the Committee on Enforced Disappearances and the progress report to the Human Rights Council, including data collection and regular updates of the matrix on the follow-up to the implementation of the 122 recommendations
- Technical assistance to civil society organizations through quarterly meetings to support the drafting of 2 reports to international human rights treaty bodies on adherence to the International Convention on the Protection of the Rights of all Migrant Workers and Members of Their Families and the International Convention for the Protection of all Persons against Enforced Disappearance
- Technical assistance to civil society organizations through 2 meetings for 20 members of civil society on the development of an advocacy plan regarding the Government's ratification of the International Convention on the Protection of the Rights of all Migrant Workers and Members of Their Families and the International Convention for the Protection of all Persons against Enforced Disappearance
- Monitoring and reporting to penitentiary, police and judicial authorities through weekly visits to investigate alleged human rights violations, including of the Haitian National Police, and to request administrative and judicial action as appropriate
- 2 biannual reports on the human rights situation in Haiti and at least 2 thematic reports on specific cases and areas of concern, including their dissemination through government and non-governmental partners throughout the country and the organization of 2 press conferences, 2 radio programmes and social media platforms
- Organization of celebratory/awareness-raising activities for 3 international human rights days involving at least 3 youth and women's organizations, through outreach advocacy groups, radio programming and the distribution of promotional materials, to increase the advocacy capacity of youth and women's organizations in 8 regions

- Technical assistance to the Secretary of State for the Integration of Persons with Disabilities through bimonthly meetings on the principle of universal accessibility for disabled persons
- Provision of technical support to the Office of the Secretary of State for the Integration of Persons with Disabilities on the harmonization of the labour code with the law on the integration of persons with disabilities
- Organization of 2 public information advocacy and outreach campaigns to raise public awareness regarding respect for human rights, human rights accountability, the situation of juveniles in conflict with the law, and women's rights, through the publication of pamphlets, media engagements and internal and external radio and television broadcasts
- Organization of 1 public information campaign to sensitize Haitian communities with regard to the Convention on the Elimination of All Forms of Discrimination against Women and Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009) and 1960 (2010)

External factors

The Government will continue to lay the foundations for enhanced accountability by continuing to support efforts aimed at the rule of law, judicial reform, citizen protection and prison administration. National human rights and rule-of-law institutions will investigate human rights violations and take action against police and public officials suspected of such violations

Table 15
Human resources: component 3, rule of law and human rights

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3 P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Rule of Law Coordination Office									
Approved posts 2013/14	–	1	1	–	–	2	1	–	3
Proposed posts 2014/15	–	–	–	–	–	–	–	–	–
Net change	–	(1)	(1)	–	–	(2)	(1)	–	(3)
Justice Section									
Approved posts 2013/14	–	1	6	8	–	15	21	8	44
Proposed posts 2014/15	–	–	–	–	–	–	–	–	–
Net change	–	(1)	(6)	(8)	–	(15)	(21)	(8)	(44)
Institutional Support and Law Reform Section									
Approved posts 2013/14	–	–	–	–	–	–	–	–	–
Proposed posts 2014/15	–	–	2	1	–	3	5	–	8
Net change	–	–	2	1	–	3	5	–	8
Model Jurisdictions Section									
Approved posts 2013/14	–	–	–	–	–	–	–	–	–
Proposed posts 2014/15	–	–	2	1	–	3	12	3	18
Net change	–	–	2	1	–	3	12	3	18

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Independence and Accountability Section									
Approved posts 2013/14	–	–	–	–	–	–	–	–	–
Proposed posts 2014/15	–	–	2	2	–	4	4	–	8
Net change	–	–	2	2	–	4	4	–	8
Human Rights Section									
Approved posts 2013/14	–	1	4	11	–	16	27	5	48
Proposed posts 2014/15	–	1	4	8	–	13	28	3	44
Net change	–	–	–	(3)	–	(3)	1	(2)	(4)
Child Protection Unit									
Approved posts 2013/14	–	–	1	1	–	2	3	–	5
Proposed posts 2014/15	–	–	1	–	–	1	3	–	4
Net change	–	–	–	(1)	–	(1)	–	–	(1)
Gender Unit									
Approved posts 2013/14	–	–	1	–	–	1	5	1	7
Proposed posts 2014/15	–	–	1	–	–	1	4	1	6
Net change	–	–	–	–	–	–	(1)	–	(1)
Corrections Unit									
Approved posts 2013/14	–	–	1	2	–	3	5	2	10
Proposed posts 2014/15	–	–	1	2	–	3	6	1	10
Net change	–	–	–	–	–	–	1	(1)	–
Approved temporary positions[b] 2013/14	–	–	–	–	–	–	1	–	1
Proposed temporary positions[b] 2014/15	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	(1)	–	(1)
Subtotal									
Approved 2013/14	–	–	1	2	–	3	6	2	11
Proposed 2014/15	–	–	1	2	–	3	6	1	10
Net change	–	–	–	–	–	–	–	(1)	(1)
Border Management Unit									
Approved posts 2013/14	–	–	3	–	–	3	2	–	5
Proposed posts 2014/15	–	–	3	–	–	3	2	–	5
Net change	–	–	–	–	–	–	–	–	–

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Total									
Approved posts 2013/14	–	3	17	22	–	**42**	64	16	**122**
Proposed posts 2014/15	–	1	16	14	–	**31**	64	8	**103**
Net change	–	**(2)**	**(1)**	**(8)**	–	**(11)**	–	**(8)**	**(19)**
Approved temporary positions[b] 2013/14	–	–	–	–	–	–	1	–	**1**
Proposed temporary positions[b] 2014/15	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	**(1)**	–	**(1)**
Total									
Approved 2013/14	–	3	17	22	–	**42**	65	16	**123**
Proposed 2014/15	–	1	16	14	–	**31**	**64**	**8**	**103**
Net change	–	**(2)**	**(1)**	**(8)**	–	**(11)**	**(1)**	**(8)**	**(20)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

Rule of Law Coordination Office

International staff: decrease of 2 posts

National staff: decrease of 1 post

Table 16
Human resources: Rule of Law Coordination Office

	Change	Level	Functional title	Post action	
Posts					
	-1	P-5	Senior Judicial Affairs Officer	Redeployed	To Institutional Support and Law Reform Section
	-1	D-2	Rule of Law Coordinator	Redeployed	To Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)
	-1	NGS	Administrative Assistant	Redeployed	To Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)

62. In the light of the Mission's proposed reconfiguration, the existing civilian staffing structure within the rule-of-law pillar has been reviewed to identify suitable post matches for the new thematic offices from within existing skill sets and to identify expertise gaps in the current staffing configuration. In order to better focus on the activities of the rule-of-law pillar and maximize coordination between all the related components in a more efficient manner, it is proposed that the Rule of Law Coordination Office within the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) be reconfigured. The related staffing proposal includes the redeployment of the posts of Rule of Law Coordinator (D-2) and Administrative Assistant (national General Service) to the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) and the

post of Senior Judicial Affairs Officer (P-5) to the proposed Institutional Support and Law Reform Section.

Justice Section

International staff: decrease of 15 posts

National staff: net decrease of 21 posts

United Nations Volunteers: decrease of 8 positions

Table 17
Human resources: Justice Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	-1	D-1	Chief Judicial Affairs Officer	Downgraded	Downgraded to P-5 level
	+1	P-5	Senior Judicial Affairs Officer	Downgraded	Downgraded from D-1 level
	-1	P-5	Senior Judicial Affairs Officer	Redeployed	To Independence and Accountability Section
	-1	P-5	Senior Judicial Affairs Officer	Redeployed	To Model Jurisdictions Section
	-1	P-4	Judicial Affairs Officer	Redeployed	To Independence and Accountability Section
	-1	P-4	Judicial Affairs Officer	Redeployed	To Institutional Support and Law Reform Section
	-1	P-4	Judicial Affairs Officer	Redeployed	To Model Jurisdictions Section
	-1	P-3	Judicial Affairs Officer	Redeployed	To Model Jurisdictions Section
	-1	P-3	Judicial Affairs Officer	Redeployed	To Independence and Accountability Section
	-1	P-3	Judicial Affairs Officer	Redeployed	To Institutional Support and Law Reform Section
	-1	P-3	Judicial Affairs Officer	Redeployed	To Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)
	-1	P-3	Judicial Affairs Officer	Converted	
	-1	P-3	Judicial Affairs Officer	Converted	
	-1	P-2	Associate Judicial Affairs Officer	Redeployed	To Independence and Accountability Section
	+1	NPO	Judicial Affairs Officer	Converted	
	+1	NPO	Judicial Affairs Officer	Converted	
	-9	NPO	Judicial Affairs Officer	Redeployed	To Model Jurisdictions Section

Change	*Level*	*Functional title*	*Post action*	*Description*
-3	NPO	Judicial Affairs Officer	Redeployed	To Institutional Support and Law Reform Section
-2	NPO	Judicial Affairs Officer	Redeployed	To Independence and Accountability Section
-2	NGS	Administrative Assistant	Redeployed	To Independence and Accountability Section
-2	NGS	Administrative Assistant	Redeployed	To Institutional Support and Law Reform Section
-3	NGS	Administrative Assistant	Redeployed	To Model Jurisdictions Section
-3	UNV	Judicial Affairs Officer	Redeployed	To Model Jurisdictions Section
-1	UNV	Judicial Affairs Officer	Redeployed	To Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)
-1	P-5	Senior Judicial Affairs Officer	Abolished	
-1	P-4	Judicial Affairs Officer	Abolished	
-1	P-2	Associate Judicial Affairs Officer	Abolished	
-2	NGS	Administrative Assistant	Abolished	
-4	UNV	Judicial Affairs Officer	Abolished	

63. The abolishment of the Justice Section and the reconfiguration of the organizational and administrative structure of the rule-of-law components are proposed in order to achieve the Mission's specific objectives and better align resources with the priorities outlined in its consolidation plan. The proposed structure will include three new thematic sections under the rule-of-law component: the Institutional Support and Law Reform Section, the Model Jurisdictions Section and the Independence and Accountability Section.

Institutional Support and Law Reform Section

International staff: increase of 3 posts

National staff: increase of 5 posts

Table 18
Human resources: Institutional Support and Law Reform Section

Change	*Level*	*Functional title*	*Post action*	*Description*
Posts				
+1	P-5	Senior Judicial Affairs Officer	Redeployed	From Rule of Law Coordination Office
+1	P-4	Judicial Affairs Officer	Redeployed	From Justice Section

Change	*Level*	*Functional title*	*Post action*	*Description*
+1	P-3	Judicial Affairs Officer	Redeployed	From Justice Section
+3	NPO	Judicial Affairs Officer	Redeployed	From Justice Section
+2	NGS	Administrative Assistant	Redeployed	From Justice Section

64. The Institutional Support and Law Reform Section will provide assistance to government structures in key domains such as the judicial sector (e.g., juvenile court, administrative tribunal, Court of Cassation), the Magistrates' School and the Medico-Legal Institute. The Section will also support the Government of Haiti in crucial law reforms (e.g., of the penal code and the penal procedure code) and ensure compliance with human rights instruments. Finally, the Section will also focus its work on the key area of access to justice by supporting the Legal Aid Bureau, working on the bill on accessibility to justice and increasing the professional skills of defence lawyers through the bar association.

65. The Section will report to the Rule of Law Coordinator in the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law). The Section will include one post of Senior Judicial Affairs Officer (P-5) redeployed from the Rule of Law Coordination Office. In addition, the Section will include five posts of Judicial Affairs Officer (1 P-4, 1 P-3 and 3 National Professional Officer) and two posts of Administrative Assistant (national General Service) from the former Justice Section.

Model Jurisdictions Section

International staff: increase of 3 posts

National staff: increase of 12 posts

United Nations Volunteers: increase of 3 positions

Table 19
Human resources: Model Jurisdictions Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	+1	P-5	Senior Judicial Affairs Officer	Redeployed	From Justice Section
	+1	P-4	Judicial Affairs Officer	Redeployed	From Justice Section
	+1	P-3	Judicial Affairs Officer	Redeployed	From Justice Section
	+9	NPO	Judicial Affairs Officer	Redeployed	From Justice Section
	+3	NGS	Administrative Assistant	Redeployed	From Justice Section
	+3	UNV	Judicial Affairs Officer	Redeployed	From Justice Section

66. The Model Jurisdictions Section will work closely with the Government of Haiti in tracking progress on the timely completion of the implementation of model jurisdictions designed to have an immediate impact in improving the functioning of the Haitian judicial system and to improve access to justice throughout Haiti. The

Section will directly support the efforts of the Government of Haiti in reducing pretrial detention and prison overpopulation, a human rights violation that has beleaguered the Haitian justice system for the past 20 years. The Section will serve as the central desk of rule-of-law reporting to all regions in the country where there is a presence of rule-of-law components (justice/human rights, corrections and United Nations police) that will be organized at the local level into integrated rule-of-law regional cells.

67. The Section will report to the Rule of Law Coordinator in the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law). The Section will include 1 post of Senior Judicial Affairs Officer (P-5), 14 posts/positions of Judicial Affairs Officer (1 P-4, 1 P-3, 9 National Professional Officer and 3 United Nations Volunteer) and 3 posts of Administrative Assistant (national General Service) redeployed from the former Justice Section.

Independence and Accountability Section

International staff: increase of 4 posts

National staff: increase of 4 posts

Table 20
Human resources: Independence and Accountability Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	+1	P-5	Senior Judicial Affairs Officer	Redeployed	From Justice Section
	+1	P-4	Judicial Affairs Officer	Redeployed	From Justice Section
	+1	P-3	Judicial Affairs Officer	Redeployed	From Justice Section
	+1	P-2	Associate Judicial Affairs Officer	Redeployed	From Justice Section
	+2	NPO	Judicial Affairs Officer	Redeployed	From Justice Section
	+2	NGS	Administrative Assistant	Redeployed	From Justice Section

68. The Independence and Accountability Section will support the Government of Haiti in the strengthening of basic accountability and oversight mechanisms. It will focus on strengthening the independence of the judiciary with the Superior Council of the Judiciary, a key institution in terms of the rule of law, and on strengthening the organization and autonomy of the prosecutors and the registry with the Ministry of Justice and Public Security, particularly its Inspectorate Division. The Section will also monitor corruption cases and report them to the appropriate oversight mechanism. Finally, the Section will support the work of other oversight mechanisms such as General Inspectorate of the Haitian National Police and the Anti-Corruption Unit.

69. The Section will report to the Rule of Law Coordinator in the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law). The Section will comprise eight posts redeployed from the former Justice Section: one post of Senior Judicial Officer (P-5) proposed for downgrading from the D-1 level, four posts of Judicial Affairs Officer (1 P-4, 1 P-3 and 2 National Officer), one post of Associate Judicial Affairs Officer and two posts of Administrative Assistant (national General Service).

Human Rights Section

International staff: decrease of 3 posts

National staff: net increase of 1 post

United Nations Volunteers: decrease of 2 positions

Table 21
Human resources: Human Rights Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	P-3	Human Rights Officer	Abolished
	-1	P-2	Associate Human Rights Officer	Abolished
	-1	NGS	Administrative Assistant	Abolished
	-1	UNV	Regional Coordinator	Abolished
	-1	P-2	Associate Human Rights Officer	Converted
	+1	NPO	Human Rights Officer	Converted
	-1	UNV	Programme Assistant	Converted
	+1	NGS	Programme Assistant	Converted

70. In the context of the Mission's consolidation, a total of four posts and positions, comprising two posts of Human Rights Officer (1 P-2 and 1 P-3), one post of Administrative Assistant (national General Service) and one position of Regional Coordinator (United Nations Volunteer), are proposed for abolishment. In line with the Mission's efforts to promote national capacity-building, it is also proposed that one post of Human Rights Officer (P-2) be converted to a National Professional Officer post and that one position of Programme Assistant (United Nations Volunteer) be converted to a national General Service post.

Child Protection Unit

International staff: decrease of 1 post

Table 22
Human resources: Child Protection Unit

	Change	*Level*	*Functional title*	*Post action*
Posts				
	-1	P-2	Associate Child Protection Officer	Abolished

71. In the context of the Mission's consolidation efforts, the abolishment of one post of Associate Child Protection Officer (P-2) is proposed. The responsibilities associated with the post are planning and managing child protection induction and specialized training for military, police and civilian personnel on mainstreaming the protection, rights and well-being of children affected by armed conflict into United Nations peacekeeping operations. With the proposed abolishment of the post, the training functions will be carried out by child protection focal points within United Nations police and military components.

Gender Unit

National staff: decrease of 1 post

Table 23
Human resources: Gender Unit

	Change	*Level*	*Functional title*	*Post action*
Posts				
	-1	NGS	Driver	Abolished

72. In the context of the Mission's consolidation, the abolishment of one post of Driver (national General Service) is proposed.

Corrections Unit

National staff: no net change

United Nations Volunteers: decrease of 1 position

Table 24
Human resources: Corrections Unit

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	-1	UNV	Corrections Officer	Abolished
	+1	NPO	Corrections Officer	Converted
Temporary positions				
	-1	NPO	Corrections Officer	Converted

73. As part of the Mission's consolidation plan, it is proposed that one position of Corrections Officer (United Nations Volunteer) be abolished. In addition, a temporary position of Corrections Officer (National Professional Officer) funded under general temporary assistance is proposed for conversion to a regular post because of the continuing nature of the associated functions.

Component 4: support

74. The support component reflects the work of the Mission Support Division, the Conduct and Discipline Team, the Security Section and the HIV/AIDS Unit to provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate, through the delivery of related outputs and the introduction of service improvements as well as the realization of efficiency gains. Support will be provided to the authorized strength of 5,021 military contingent personnel; 2,601 United Nations police personnel, including 1,600 in formed units and 50 seconded Corrections Officers; and 402 international staff, 1,240 national staff and 153 United Nations Volunteers, including temporary staff. The range of support will comprise all support services, including the implementation of conduct and discipline programmes, personnel administration, contracts management, finance services, procurement, the maintenance and construction of office and accommodation facilities, air and

surface transport operations, information and communications technology and health care, as well as the provision of security services mission-wide. Moreover, the Mission will continue its efforts in contributing to the continued enhancement of the Umoja system. The Mission will continue to provide aviation services that are safe, reliable, effective and cost-efficient by integrating military aviation assets into the regular flight schedule.

Expected accomplishments	*Indicators of achievement*
4.1 Increased efficiency and effectiveness of logistical, administrative and security support for the Mission	4.1.1 Continued progress on the implementation of the International Public Sector Accounting Standards (IPSAS) and the Umoja enterprise system
	4.1.2 Increase in the percentage of national staff participating in training programmes among all participants, with priority given to women, through the implementation of a national staff capacity-building programme (2012/13: 60 per cent; 2013/14: 65 per cent; 2014/15: 70 per cent)

Outputs

Service improvements

- Development of an enhanced asset management functionality that integrates forecasting, planning and monitoring inventory levels, with the enhanced functionalities and deployment of Umoja, to allow for more accurate purchasing and improved asset management
- Continued enhancement of the safe-driving training and testing programme for all types of light and heavy vehicles to improve related skills across the Mission, improve awareness of road conditions and thereby improve the safety and security of staff and assets
- Continued expansion of the Mission's compliance with the International Public Sector Accounting Standards (IPSAS), including preparations for supply chain management and continued updating of the Mission's standard operating procedures to reflect IPSAS requirements, and additional computer- and instructor-based training for all relevant users in the Mission
- Continued support and expansion of the Umoja enterprise system, including user training and system function enhancement in the Mission and the introduction of new modules, including on human resource management and asset management
- Establishment of an all-fibre backbone of leased lines between Port-au-Prince and regional offices for a faster, more reliable high-speed communications system that will be less vulnerable to natural disasters

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 5,021 military contingent personnel, 1,001 United Nations police officers (including 50 seconded corrections officers) and 1,600 formed police personnel
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for military contingent and formed police personnel

- Storage and supply of 5,267 tons of rations, 140 tons of combat rations packs and 449 tons of potable water for the authorized strength of 4,911 military contingent personnel (excluding staff officers) and 1,600 formed police personnel; 951 United Nations police officers; 110 military staff officers; 50 corrections officers; and 555 civilian staff, comprising 402 international staff (including temporary positions) and 153 United Nations Volunteers, in 34 locations
- Administration of 1,795 civilian staff, comprising 402 international staff, 1,240 national staff and 153 United Nations Volunteers
- Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred
- Storage and supply of 204,000 litres of diesel and kerosene for cooking purposes in support of 738 military contingent personnel and 980 formed police personnel in 15 locations

Facilities and infrastructure

- Maintenance and repair of 41 military sites, 9 formed police unit sites, 2 United Nations police premises, 55 United Nations police premises co-located with the Haitian National Police, and 35 civilian staff premises, in 144 locations
- Sanitation and water supply services for all premises, including sewage and garbage collection and disposal
- Operation and maintenance of 20 United Nations-owned water purification plants in 19 locations
- Operation and maintenance of 32 wastewater treatment plants in 21 locations
- Operation and maintenance of 268 United Nations-owned generators, 15 welding generators and 98 United Nations light towers
- Maintenance and renovation of 20 km of gravel roads, 10 km of asphalt roads and 1 bridge
- Maintenance of 1 airfield and 13 helicopter landing sites
- Maintenance and repair of 2 land border locations and 4 maritime border locations
- Storage and supply of 20.9 million litres of fuel and 2.09 million litres of oil and lubricants for generators, vehicles and air and naval transportation

Ground transportation

- Operation and maintenance of 1,088 United Nations-owned vehicles and associated equipment, including 17 armoured vehicles, through 10 workshops in 10 locations
- Supply of 3.6 million litres of petrol and 0.364 million litres of oil and lubricants for ground transportation
- Operation of a weekday shuttle bus service to more than 16 scheduled routes twice daily, primarily for national staff, a daily shuttle to and from work and a daily taxi service for international civilian personnel, and twice-weekly shuttle services to the departments (Gonaïves, Hinche, Jacmel and Miragoane) where scheduled air service has been discontinued
- Conduct of 1,400 driving tests for all newly arrived mission personnel

Air transportation

- Operation and maintenance of 8 rotary-wing aircraft, including 6 military-type aircraft
- Provision of 24-hour aviation operations support, including search and rescue, casualty and medical evacuations, night flight operations and military reconnaissance flights
- Storage and supply of 1.44 million litres of aviation fuel

Naval transportation

- Operation and maintenance of 6 Zodiac boats
- Storage and supply of 42,586 litres of fuel

Communications

- Support and maintenance of a satellite network consisting of 2 Earth station hubs to provide voice, fax, video and data communications and disaster recovery
- Support and maintenance of 23 very small aperture terminal (VSAT) systems, 25 telephone exchanges and 80 microwave links
- Support and maintenance of a high-frequency (HF) network consisting of 73 HF base stations and 714 mobile radios with a Global Positioning System (GPS) option
- Support and maintenance of an ultra-high-frequency (UHF) network consisting of 3,414 trunking handheld radios and 458 trunking mobile radios, 94 trunking base radios and 25 trunking repeaters
- Support and maintenance of 25 telecommunications sites to maintain and enhance microwave, UHF and HF network coverage throughout Haiti
- Support and maintenance of 10 communications centres to comply with minimum operating security standards and letter-of-assist agreements

Information technology

- Support and maintenance of 3,300 computing devices, 270 printers and 75 digital senders in 18 locations
- Support and maintenance of 29 local area networks (LAN) and 18 wide area networks (WAN) for 3,700 users in 18 locations
- Support and maintenance of 18 wireless area networks for 3,700 users in 18 locations

Medical

- Provision of ambulance service 24 hours a day, 7 days a week in Port-au-Prince
- Maintenance of active surveillance of pandemic influenza and other health threats through the monitoring of epidemiological changes in Haiti
- Operation and maintenance of 27 level I clinics, 3 dispensaries and 1 level II hospital in Port-au-Prince for all mission personnel and staff of other United Nations entities in cases of emergency
- Maintenance of a central laboratory and dispensary in Port-au-Prince and 3 basic laboratories and dispensaries, in Cap-Haïtien, Gonaïves and Les Cayes

- Provision of medical car 24 hours a day, 7 days a week, for all MINUSTAH personnel in Port-au-Prince and during working hours and on call after working hours in the regions
- Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations, including strategic air evacuations from a level I facility to a level II hospital and from a level II hospital to a level III or level IV facility
- Maintenance of HIV/AIDS prevention programme, including training and voluntary confidential counselling and testing services, for all mission personnel

Security

- Provision of security services 24 hours a day, 7 days a week, throughout the mission area
- 24-hour close protection to senior mission staff and visiting high-level officials
- Mission-wide site security assessment, including residential surveys for 400 residences
- Conduct of a minimum of 52 informational sessions on security awareness and contingency plans for all mission staff
- Induction security training and primary fire training/drills for all new mission personnel, as well as firefighting refresher sessions for all security staff and fire wardens in the Mission

External factors

Supplies, equipment and outsourced services will be delivered as contracted

Table 25
Human resources: component 4, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved posts 2013/14	–	–	3	1	1	**5**	2	–	**7**
Proposed posts 2014/15	–	–	3	1	–	**4**	2	1	**7**
Net change	–	–	–	–	**(1)**	**(1)**	–	**1**	–
Security Section									
Approved posts 2013/14	–	–	2	12	45	**59**	238	2	**299**
Proposed posts 2014/15	–	–	2	12	43	**57**	233	2	**292**
Net change	–	–	–	–	**(2)**	**(2)**	**(5)**	–	**(7)**
HIV/AIDS Unit									
Approved posts 2013/14	–	–	1	–	–	**1**	3	2	**6**
Proposed posts 2014/15	–	–	1	–	–	**1**	1	2	**4**
Net change	–	–	–	–	–	–	**(2)**	–	**(2)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Mission Support Division									
Office of the Director									
Approved posts 2013/14	–	1	6	11	22	**40**	40	3	**83**
Proposed posts 2014/15	–	1	6	11	22	**40**	40	3	**83**
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions[b] 2013/14	–	1	–	–	–	**1**	–	–	**1**
Proposed temporary positions[b] 2014/15	–	1	–	–	–	**1**	–	–	**1**
Net change	–	–	–	–	–	–	–	–	–
Administrative Services									
Approved posts 2013/14	–	–	6	7	20	**33**	313	22	**368**
Proposed posts 2014/15	–	–	6	6	19	**31**	265	19	**315**
Net change	–	–	–	**(1)**	**(1)**	**(2)**	**(48)**	**(3)**	**(53)**
Integrated Support Services									
Approved posts 2013/14	–	–	10	24	104	**138**	447	96	**681**
Proposed posts 2014/15	–	–	10	23	99	**132**	446	75	**653**
Net change	–	–	–	**(1)**	**(5)**	**(6)**	**(1)**	**(21)**	**(28)**
Total									
Approved posts 2013/14	–	1	28	55	192	**276**	1 043	125	**1 444**
Proposed posts 2014/15	–	1	28	53	183	**265**	987	102	**1 354**
Net change	–	–	–	**(2)**	**(9)**	**(11)**	**(56)**	**(23)**	**(90)**
Approved temporary positions[b] 2013/14	–	1	–	–	–	**1**	–	–	**1**
Proposed temporary positions[b] 2014/15	–	1	–	–	–	**1**	–	–	**1**
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2013/14	–	2	28	55	192	**277**	1 043	125	**1 445**
Proposed 2014/15	–	2	28	53	183	**266**	987	102	**1 355**
Net change	–	–	–	**(2)**	**(9)**	**(11)**	**(56)**	**(23)**	**(90)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

Conduct and Discipline Team

International staff: decrease of 1 post

United Nations Volunteers: increase of 1 position

Table 26
Human resources: Conduct and Discipline Team

	Change	*Level*	*Functional title*	*Post action*
Posts				
	-1	FS	Administrative Assistant	Converted
	+1	UNV	Administrative Assistant	Converted

75. It is proposed that one post of Administrative Assistant (Field Service) be converted to a United Nations Volunteer position. The conversion will enhance the capacity of the team to have a bilingual (French-English) person to deliver on key prevention tasks, specifically, updating the training strategy, which will include: (a) refining and harmonizing courses including induction, refresher, training-of-trainers and training courses for focal points on sexual exploitation and abuse throughout the Mission's field offices for all categories of personnel at all levels; (b) launching an advocacy drive to ensure that all personnel are accountable and responsible for their actions and strive to uphold the highest standards of conduct at all times; and (c) producing a communications plan, including the updating of the Conduct and Discipline Team website and the development of information campaigns.

Security Section

International staff: decrease of 2 posts

National staff: decrease of 5 posts

Table 27
Human resources: Security Section

	Change	*Level*	*Functional title*	*Post action*
Posts				
	-2	FS	Security Officers	Abolished
	-4	NGS	Security Guards	Abolished
	-1	NGS	Investigation Assistant	Abolished

76. In the context of the Mission's consolidation, it is proposed that two posts of Security Officer (Field Service), four posts of Security Guard (national General Service) and one post of Investigation Assistant (national General Service) be abolished. The functions of the posts will be distributed among the other posts in the Section.

HIV/AIDS Unit

National staff: decrease of 2 posts

Table 28
Human resources: HIV/AIDS Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	NGS	Driver	Abolished	
	-1	NGS	Administrative Assistant	Redeployed	To the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)

77. In the context of the Mission's reconfiguration and consolidation, the reduction in military strength is anticipated to result in a significant reduction of the workload of the HIV/AIDS Unit. It is therefore proposed that the post of Administrative Assistant (national General Service) be redeployed to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator). In addition, one post of Driver (national General Service) is proposed for abolishment.

Mission Support Division

International staff: decrease of 8 posts

National staff: net decrease of 49 posts

United Nations Volunteers: decrease of 24 positions

78. The Mission Support Division comprises the Office of the Director of Mission Support, Administrative Services and Integrated Support Services. The Director of Mission Support, at the D-2 level, provides leadership to the Division.

Office of the Director of Mission Support

National staff: no net change

Table 29
Human resources: Office of the Director of Mission Support

Office of the Deputy Director and Regional Support Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
Office of the Deputy Director of Mission Support					
	+1	NPO	Environmental Affairs Officer	Reassigned	From Office of the Chief, Administrative Services (Training Officer)
Regional Support Unit					
	-1	NGS	Driver	Abolished	

79. The Office of the Director of Mission Support comprises its immediate office, the Office of the Deputy Director of Mission Support, the Finance and Budget Section and the Regional Support Unit.

80. Within the Office of the Deputy Director of Mission Support, the Environmental Compliance Unit coordinates on environmental issues with the Government of Haiti and regional authorities, and supports MINUSTAH in meeting Haitian licence requirements with regard to environmental compliance and pollution control. In order to strengthen the capacity of the Unit, it has been determined that a National Professional Officer post, whose incumbent will possess knowledge about Haitian institutions and the Haitian legal framework, will be required to support the monitoring of the environmental status of the Mission and to ensure its compliance with environmental standards. Therefore, it is proposed that the post of Environmental Affairs Officer (National Professional Officer) be established through the reassignment of a post of Training Officer from the Office of the Chief of Administrative Services.

81. In the Regional Support Unit, it is proposed that one post of Driver (national General Service) be abolished, in connection with the Mission's consolidation plan.

82. Regarding the leadership position for the Mission Support Division, it will be recalled that the General Assembly, in paragraph 14 of its resolution 67/275, decided to extend the temporary position of Director of Mission Support at the D-2 level for the 2013/14 period, on the basis of the justification set out in paragraphs 112 and 113 of the Secretary-General's report on the budget for that period (A/67/719). The temporary position of Director of Mission Support (D-2) is considered critical in ensuring a successful transformation of the delivery of support services by establishing and promulgating a strategy that will entail a gradual reduction in the international staffing structure of the Division, while building the capacity of national staff to perform functions previously carried out by international staff throughout the period of the Mission's consolidation. However, the mechanisms established for the implementation of the strategy have yet to become fully operational and will require continued leadership at the Director level to realize the full potential of the strategy. A comprehensive training, capacity-building and mentoring programme is under development and requires the leadership of a Director to ensure that it addresses the challenges that may arise during the Mission's consolidation. Supporting more agile and mobile intervention and response, in accordance with the consolidation plan, while undergoing structural change requires senior leadership at the Director level. Removing the overall strategic leadership would leave the Mission at risk of not attaining the anticipated and required results to ensure a smooth transition. The Deputy Director will remain focused on ensuring the conduct of the day-to-day operational activities of the Mission, which remain significant in connection with the mandate that envisages redeployments of military and police personnel throughout the country in response to emerging priorities.

83. In addition, the Mission has been identified for the pilot implementation for Umoja Extension 1 and is also preparing for the pilot implementation of the Umoja logistics module. Owing to its proximity to United Nations Headquarters, where it can easily avail itself of direct and continuous guidance, the Mission serves as a leader in promulgating such initiatives, which could potentially have a significant impact on overall resource requirements. In order to ensure the timely and smooth

implementation and monitoring of Organization-wide systems, it is paramount that the leadership of the Division be at the Director level.

84. The Director of Mission Support will continue to develop and lead the support strategy of the Mission by consolidating structural adjustments in response to decreasing resources. To this end, the Director will continue to spearhead initiatives including the critical review of support operations, identifying further efficiencies and fostering a climate of fiscal restraint. Embedding cost-effectiveness into all areas of operations requires strong, dedicated leadership at the Director level.

85. In addition, the Director of Mission Support will be instrumental in driving the collaborative process between the Mission and the Department of Field Support aimed at implementing the key principles introduced under the global field support strategy, which are fundamental to improving the quality of service delivery. The conceptual development phase that has been undertaken has led to a better understanding of the resource efficiency parameters and standardization practices necessary for the introduction of supply chain management processes into the overall service delivery strategy. Continued leadership at the Director level will be required to ensure the effective implementation of the concept. In addition, the Director of Mission Support will be essential in the initiation and maintenance of sound environmental policies applicable to both the Mission and to the host country. The development of the strategies for harnessing the capacity of the military engineering assets and other assets with a view to the implementation of better practices in the disposal of waste materials, sanitation and recycling is a key endeavour to be led by the Director of Mission Support.

86. The broad vision outlined above can be achieved by optimizing efficiency processes, building on best practices and lessons learned with regard to effective planning and a culture of performance and strengthening results-based management and oversight. To this end, the leadership of the Director of Mission Support will continue to be required in order to foster a change management framework within MINUSTAH that includes a clear communications strategy with associated training and development programmes. The Director will also be responsible for establishing an effective risk management mechanism that reduces operational risks and enhances crisis management and disaster recovery.

87. Therefore, it is proposed that the temporary position of Director of Mission Support (D-2) be retained for the 2014/15 period, to be funded under general temporary assistance, in order to ensure that the Mission has the required leadership to deliver on the initiatives described in the preceding paragraphs. The Director would continue to be supported in operational terms by a Deputy Director at the D-1 level.

Administrative Services

International staff: decrease of 2 posts

National staff: net decrease of 48 posts

United Nations Volunteers: decrease of 3 positions

88. Administrative Services comprises the Office of the Chief of Administrative Services, the Staff Counselling and Welfare Unit, the Personnel Section, the Procurement Section and the Medical Section.

Table 30
Human resources: Administrative Services

Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions				
Office of the Chief, Administrative Services				
-1	P-3	Training Officer	Converted	
+1	NPO	Training Officer	Converted	
-1	NPO	Training Officer	Reassigned	To Office of Deputy Director of Mission Support/Environmental Compliance Unit as Environmental Affairs Officer
Staff Counselling and Welfare Unit				
-1	UNV	Staff Counsellor	Converted	
+1	NPO	Staff Counsellor	Converted	
Procurement Section				
-1	FS	Procurement Assistant	Converted	
+1	NPO	Procurement Assistant	Converted	

89. As part of the Mission's efforts to enhance the capacity of national staff, staffing changes involving conversions to national posts are proposed in the organizational units under Administrative Services, as reflected in table 30. Under the Office of the Chief, Administrative Services, the justification for the proposed reassignment of the post of Training Officer is found in paragraph 80 above.

Table 31
Human resources: Administrative Services

Personnel Section and Medical Section

Change	*Level*	*Functional title*	*Post action*
Posts/positions			
Personnel Section			
-50	NGS	Language Assistant	Abolished
Medical Section			
-1	UNV	Medical Officer	Abolished
-1	UNV	Pharmacist	Abolished

90. In the context of the Mission's consolidation plan, the proposed abolishment of posts in the organizational units under Administrative Services are reflected in table 31. In the Personnel Section, it is proposed that 50 posts of Language Assistant (national General Service) be abolished, owing to the reduction in the authorized strength of military contingents.

Integrated Support Services

International staff: decrease of 6 posts

National staff: net decrease of 1 post

United Nations Volunteers: decrease of 21 positions

91. Integrated Support Services comprises the Office of the Chief of Integrated Support Services, the Joint Logistics Operations Section, the Property Management Section, the Movement Control Section, the Engineering Section, the Communications and Information Technology Section, the Aviation Section, the Transport Section and the Supply Section.

Table 32
Human resources: Integrated Support Services

Joint Logistics Operations Section, Property Management Section, Movement Control Section and Aviation Section

Change	*Level*	*Functional title*	*Post action*
Posts/positions			
Joint Logistics Operations Section			
-1	NGS	Administrative Assistant	Abolished
Property Management Section			
-1	UNV	PCIU Assistant	Abolished
Movement Control Section			
-1	FS	Movement Control Assistant	Abolished
Aviation Section			
-1	UNV	Ramp Assistant	Abolished

92. As part of the Mission's continuing efforts to consolidate its scope and size, it is proposed that posts in the organizational units under Integrated Support Services be abolished, as reflected in table 32.

Table 33
Human resources: Integrated Support Services

Engineering Section and Communications and Information Technology Section

Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions				
Engineering Section				
-1	P-3	GIS Officer	Redeployed	To Communications and Information Technology Section
-2	UNV	GIS Officer	Redeployed	To Communications and Information Technology Section
-1	NGS	Administrative Assistant	Abolished	
-1	NGS	Fire Safety Assistant	Abolished	

	Change	*Level*	*Functional title*	*Post action*	*Description*
	-1	UNV	Facilities Management Assistant	Abolished	
	-1	UNV	Administrative Assistant	Abolished	
Communications and Information Technology Section					
	+1	P-3	GIS Officer	Redeployed	From Engineering Section
	+2	UNV	GIS Officer	Redeployed	From Engineering Section
	-1	FS	Radio Technician	Converted	
	+1	NPO	Radio Technician	Converted	
	-2	UNV	Satellite Technician	Abolished	
	-2	UNV	Radio Technician	Abolished	
	5	UNV	Telecommunication Technician	Abolished	

93. As reflected in table 33, the redeployment of three posts/positions of Geographic Information Systems Officer (1 P-3 and 2 United Nations Volunteer) from the Engineering Section to the Communications and Information Technology Section is also proposed, on the basis of the alignment of related functions approved by the General Assembly in its resolution 67/287. In addition, as part of the Mission's development of national staff capacity, the conversion of one post of Radio Technician (Field Service) to a National Professional Officer post is proposed in the Communications and Information Technology Section. Finally, in line with the Mission's consolidation plan, 2 national General Service posts and 11 United Nations Volunteer positions are proposed for abolishment, as indicated in table 33.

Table 34
Human resources: Integrated Support Services

Transport Section and Supply Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
Transport Section				
	-1	FS	Transport Assistant	Converted
	+1	NGS	Transport Assistant	Converted
	-1	NGS	Driver	Abolished
	-2	NGS	Vehicle Technician	Abolished
	-8	UNV	Transport Assistant	Abolished
Supply Section				
	-1	P-3	Supply Officer	Converted
	+1	NPO	Supply Officer	Converted
	-2	FS	Supply Assistant	Converted
	+2	NGS	Supply Assistant	Converted

94. The staffing proposals for the Transport Section and the Supply Section, as indicated in table 34, reflect the Mission's progressive nationalization of international posts as part of the national civilian capacity-building strategy, as follows: (a) the conversion of the post of Transport Assistant (Field Service) to a national General Service post; (b) the conversion of the post of Supply Officer (P-3) to a National Professional Officer post; and (c) the conversion of two posts of Supply Assistant (Field Service) to national General Service posts. In addition, as part of the Mission's consolidation efforts, three national General Service posts and eight United Nations Volunteer positions in the Transport Section are proposed for abolishment, as reflected in table 34.

II. Financial resources

A. Overall

(Thousands of United States dollars, budget year is 1 July to 30 June)

				Variance	
	Expenditure[a] (2012/13)	*Apportionment[a] (2013/14)*	*Cost estimates (2014/15)*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4) = (3)-(2)*	*(5) = (4)÷(2)*
Military and police personnel					
Military observers	–	–	–	–	–
Military contingents	224 371.8	194 626.1	157 241.6	(37 384.5)	(19.2)
United Nations police	62 840.1	54 159.2	53 957.2	(202.0)	(0.4)
Formed police units	50 601.8	46 807.2	48 183.2	1 376.0	2.9
Subtotal	**337 813.7**	**295 592.5**	**259 382.0**	**(36 210.5)**	**(12.3)**
Civilian personnel					
International staff	85 495.1	87 499.0	73 132.4	(14 366.6)	(16.4)
National staff	36 975.9	37 008.3	36 038.0	(970.3)	(2.6)
United Nations Volunteers	9 761.1	9 967.6	7 676.2	(2 291.4)	(23.0)
General temporary assistance	7 856.8	562.4	1 542.7	980.3	174.3
Government-provided personnel	3 827.0	2 676.3	3 070.4	394.1	14.7
Subtotal	**143 915.9**	**137 713.6**	**121 459.7**	**(16 253.9)**	**(11.8)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	737.8	1 847.0	1 810.0	(37.0)	(2.0)
Official travel	2 654.7	3 407.4	4 483.0	1 075.6	31.6
Facilities and infrastructure	72 251.5	71 055.1	60 502.7	(10 552.4)	(14.9)
Ground transportation	12 658.4	10 657.7	9 439.8	(1 217.9)	(11.4)
Air transportation	19 380.8	14 236.6	13 921.1	(315.5)	(2.2)
Naval transportation	510.3	597.1	301.3	(295.8)	(49.5)
Communications	13 077.0	15 842.6	13 804.5	(2 038.1)	(12.9)

Category	Expenditure[a] (2012/13) (1)	Apportionment[a] (2013/14) (2)	Cost estimates (2014/15) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Information technology	7 670.1	7 240.1	8 197.7	957.6	13.2
Medical	1 926.9	1 867.8	1 810.0	(57.8)	(3.1)
Special equipment	27.2	24.2	45.0	20.8	86.0
Other supplies, services and equipment	11 626.1	11 537.3	11 884.6	347.3	3.0
Quick-impact projects	4 996.6	5 000.0	5 000.0	–	–
Subtotal	**147 517.4**	**143 312.9**	**131 199.7**	**(12 113.2)**	**(8.5)**
Gross requirements	**629 247.0**	**576 619.0**	**512 041.4**	**(64 577.6)**	**(11.2)**
Staff assessment income	14 050.4	13 357.4	12 354.5	(1 002.9)	(7.5)
Net requirements	**615 196.6**	**563 261.6**	**499 686.9**	**(63 574.7)**	**(11.3)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**629 247.0**	**576 619.0**	**512 041.4**	**(64 577.6)**	**(11.2)**

[a] Reflects the realignment of resources for Government-provided personnel from the operational costs to the civilian personnel category of expenditure, and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs to the military and police personnel category of expenditure.

B. Non-budgeted contributions

95. The estimated value of non-budgeted contributions for the period from 1 July 2014 to 30 June 2015 is as follows:

(Thousands of United States dollars)

Category	Estimated value
Status-of-forces agreement[a]	21 965.7
Voluntary contributions in kind (non-budgeted)	–
Total	**21 965.7**

[a] Estimated rental value of Government-provided land and premises, departure taxes, landing fees and customs waivers.

C. Efficiency gains

96. The cost estimates for the period from 1 July 2014 to 30 June 2015 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Military and police personnel	169.3	Reduced requirements for repatriation costs for United Nations police and military staff officers owing to the launch of a pilot project for the lump-sum option for the shipment of personal effects
Air transportation	385.3	Reduced requirements for the rental and operation of helicopters resulting from the revision of the regular flight schedule and the reduction of flight-hours
Communications	294.3	Reduced requirements in commercial communications owing to the establishment of the Mission's own microwave backbone network, which eliminated the need for commercially provided Internet services in the regions and the implementation of an updated contract for the provision of mobile phone services
Total	**848.9**	

D. Vacancy factors

97. The cost estimates for the period from 1 July 2014 to 30 June 2015 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2012/13*	*Budgeted 2013/14*	*Projected 2014/15*
Military and police personnel			
Military contingents	6.8	1.0	1.0
United Nations police	24.4	6.0	6.0
Formed police units	5.8	3.0	3.0
Civilian personnel			
International staff	10.6	5.0	10.0
National staff			
National Professional Officers	2.8	2.0	2.0
National General Service staff	5.9	3.0	3.0
United Nations Volunteers	11.8	3.0	3.0

Category	*Actual 2012/13*	*Budgeted 2013/14*	*Projected 2014/15*
Temporary positions[a]			
International staff	13.7	–	–
National staff[b]			
National Professional Officers	3.3	–	–
National General Service staff	2.8	–	–
Government-provided personnel	26.1	8.0	3.0

[a] Funded under general temporary assistance.
[b] For the 2013/14 period, there are no temporary national General Service positions; for the 2014/15 period, there are no proposed temporary national positions.

98. For military and police personnel, the proposed delayed deployment factors take recent deployment patterns into account. For military contingents, the proposed delayed deployment factors also take into account the reduction of 1,249 contingent personnel during the 2013/14 period, pursuant to Security Council resolution 2119 (2013). For civilian personnel, the proposed vacancy factors reflect recent incumbency patterns and changes in the number and composition of staff proposed for the 2014/15 period compared with the assumptions on which the 2013/14 budget was based.

E. Contingent-owned equipment: major equipment and self-sustainment

99. Requirements for the period from 1 July 2014 to 30 June 2015 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $61,668,400, as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	26 694.1
Formed police units	8 206.3
Subtotal	**34 900.4**
Self-sustainment	
Military contingents	21 121.5
Formed police units	5 646.5
Subtotal	**26 768.0**
Total	**61 668.4**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area			
Extreme environmental condition factor	1.1	1 June 2004	–
Intensified operational condition factor	1.3	1 June 2004	–
Hostile action/forced abandonment factor	1.0	1 June 2004	–
B. Applicable to home country			
Incremental transportation factor	0.25-6.25		

F. Training

100. The estimated resource requirements for training for the period from 1 July 2014 to 30 June 2015 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	310.0
Official travel	
Official travel, training	479.0
Other supplies, services and equipment	
Training fees, supplies and services	876.0
Total	**1 665.0**

101. The number of participants planned for the period from 1 July 2014 to 30 June 2015, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2012/13	*Planned 2013/14*	*Proposed 2014/15*	*Actual 2012/13*	*Planned 2013/14*	*Proposed 2014/15*	*Actual 2012/13*	*Planned 2013/14*	*Proposed 2014/15*
Internal	757	2 732	1 562	1 073	3 653	4 380	675	4 066	2 137
External[a]	60	36	51	17	9	72	4	1	2
Total	**817**	**2 768**	**1 613**	**1 090**	**3 662**	**4 452**	**679**	**4 067**	**2 139**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

102. For the 2014/15 period, the requirements for training will increase compared with the 2013/14 period, owing to additional requirements for training fees, supplies and services as well as training-related travel, which are offset in part by lower requirements for training consultants. The increase in training requirements is attributable to the proposed increase in the number of national staff participating in training, as part of the Mission's implementation of its national staff capacity-

building project, which will focus on the enhancement of substantive and technical skills. National staff will receive training in areas such as supply chain and property management, project management, supervisory skills, communications, languages, information technology and human resources management.

G. Community violence reduction programme

103. The estimated resource requirements for the community violence reduction programme for the period from 1 July 2014 to 30 June 2015 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Other supplies, services and equipment	
Other services	8 000.0
Total	**8 000.0**

104. The Mission's community violence reduction programme was initiated in the 2006/07 period pursuant to Security Council resolution 1702 (2006), in which the Council recognized that, where conditions for conventional disarmament, demobilization and reintegration did not exist, alternative programmes were required to address local conditions. In this context, it had become clear that armed groups, in particular urban gangs, coupled with persistently weak State institutions, were contributing to the insecurity in Haiti. To address this problem, the Mission developed a programmatic approach involving the development of partnerships with civil society actors and State institutions at the community level.

105. MINUSTAH has engaged in extensive collaboration and capacity development with Government counterparts to manage programmes aimed at reducing community violence. Partnerships have been established with the Environment, Justice, Interior, Public Works, Education and Youth Ministries. Additionally, MINUSTAH has developed strong collaboration with the Haitian National Police through projects aimed at raising awareness and enhancing trust and cooperation between the Haitian National Police and communities. The Mission has also developed strong collaboration with the Directorate of Prison Administration through projects aimed at the reinsertion of female detainees into their communities and the improvement of the prison infrastructure. As a result, the number of projects implemented by Haitian partners (State and non-State) increased by 20 per cent in the 2012/13 period compare with the 2010/11 period.

106. The community violence reduction programme mitigates risk factors and addresses the variables that favour recourse to violence and crime. Accordingly, the principal focus helps to reduce the likelihood of gang membership, decrease unemployment, improve living conditions, broaden access to professional skills training, and equip civil society with the tools and knowledge needed to foster community-driven development. The provision of short-term employment, training opportunities and improved infrastructure helps to create conditions that are favourable to long-term stability. The overarching goal is to encourage social

harmony and the establishment of durable peace in highly populated centres that are often susceptible to violence.

107. While the reasons for crime and violence reduction are challenging to determine, an independent study conducted in 2012 highlighted that community violence reduction interventions succeeded in providing a protective layer against the recruitment of at-risk youth into armed gangs, and in creating some degree of social cohesion within targeted communities. Independent evaluations performed in 2013 by the University of Haiti and by a private consultant resulted in similar findings. Both evaluations highlighted the positive correlation between community violence reduction projects, community violence reduction and increased socialization among communities in the most vulnerable and marginalized neighbourhoods of Port-au-Prince.

108. In the 2014/15 period, the Mission will consolidate programmatic priorities under the rule-of-law pillar with projects that foster secure and stable environments, and initiatives to increase the income-generating capabilities and overall economic security of at-risk individuals. There will be a greater focus on providing assistance for the development of security sector institutions as the Mission prepares for an eventual transfer of capacities to national State and non-State actors. During the 2014/15 period, the Mission will support 42 projects, comprising 36 community violence reduction, 3 public outreach and 3 sensitization projects, in the country's three most populated departments (West, Artibonite and North), which have been identified as the urbanized areas most prone to violence, crime and insecurity. Additionally, pursuant to Security Council resolution 2119 (2013), the Mission will continue to focus on the protection of persons internally displaced, as a result of the 2010 earthquake.

109. Through a portfolio of interventions targeting 65,000 beneficiaries, MINUSTAH intends to reinforce its ongoing support for government ministries, local authorities and civil society actors. The cost estimate of $8 million for the 2014/15 period is proposed in order to: (a) increase synergies between the community violence reduction programme and the Mission's rule-of-law component; (b) help to improve the Mission's image by highlighting the constructive contribution of MINUSTAH to the lives of Haitians, while simultaneously meeting core community violence reduction programme objectives; (c) further cultivate the relationship with the Government in view of the specific interest demonstrated in community violence reduction projects, particularly those linked to reconstruction and socioeconomic activities engaging at-risk youth; (d) in specific geographic areas, minimize the impact of the return of internally displaced persons to their communities of origin; and (e) provide alternative outlets for at-risk youth through employment opportunities and social activities.

110. The Mission will develop and implement the following 42 projects: (a) 15 labour-intensive and income-generating projects for 21,000 at-risk youth, men and women in the 14 Government-identified crime-affected areas of Haiti; (b) 5 security and stability projects that will provide a safer environment for 30,000 beneficiaries in the most vulnerable neighbourhoods of Port-au-Prince, Gonaïves and Cap-Haïtien; (c) 4 professional skills-training projects for 840 at-risk youth and prison inmates identified by community representatives in the 14 Government-identified crime-affected areas of Haiti; (d) 3 sexual and gender-based violence prevention and child protection projects for 2,250 children and 4,500 women

victims of violence and drug and alcohol abuse in Government-identified, crime-affected areas of Haiti; (e) 3 employment and entrepreneurship projects for 300 youth and women in the crime-affected areas of Haiti; (f) 6 legal aid projects to support the national legal aid system in addressing issues on prolonged pretrial detention, sexual and gender-based violence, child protection and civil status for 6,000 beneficiaries; (g) 3 public outreach projects in the areas of community mediation and policing to support the work of community forums and foster coordination among local authorities, communities, other national and international actors and the community violence reduction programme so as to determine needs, plan interventions and assess the impact of projects in terms of violence reduction and weapons registration in the Government-identified priority violence affected areas in Haiti; and (h) 3 public sensitization and social mobilization campaigns for violence reduction in the 14 Government-identified violence affected areas of Haiti.

111. In order to continue building upon the investment and gains made to date, it is crucial to maintain the funding level of the 2013/14 period. Otherwise, a vacuum might be created that would nullify the progress obtained by the community violence reduction programme to date.

H. Quick-impact projects

112. The estimated resource requirements for quick-impact projects for the period from 1 July 2014 to 30 June 2015, compared with previous periods, are as follows:

Period	*Amount (Thousands of United States dollars)*	*Number of projects*
1 July 2012 to 30 June 2013 (actual)	4 996.6	138
1 July 2013 to 30 June 2014 (approved)	5 000.0	120
1 July 2014 to 30 June 2015 (proposed)	5 000.0	120

113. While the Haitian political and security context has improved in recent years, the country's stabilization remains subject to volatility, as the Government's presence and its capacity to provide many basic services to the country's citizens remain limited. In addition, the reduction in the number of uniformed personnel has required that the Mission reinforce measures such as the implementation of quick-impact projects to sustain the population's confidence in the mandate and in the peace dividends of stabilization. The majority of the quick-impact projects have been implemented through local actors in order to support the local economy and reinforce local ownership, while enhancing the visibility of the Mission and its mandate.

114. The Mission's quick-impact projects programme will continue to reinforce the consolidation of MINUSTAH through the enhancement of national capacity and infrastructure, particularly in the areas of the rule of law, police, human rights and decentralized public administration. In order to avoid duplication and create synergy, all projects will be undertaken in partnership with the Government of Haiti and in close coordination with the programmes of the United Nations country team and other donors.

115. The lack of basic public services, including water, electricity, education and public transportation infrastructure, and the weakness of local and State authority remain the most frequent causes of anti-government demonstrations, which occasionally turn violent. Quick-impact projects play an important role in mitigating anti-government sentiments through specific projects that respond to the social grievances of the population. As elections are expected to be held during the 2014/15 budget year, quick-impact projects will contribute to the Mission's efforts to enhance democratic debate, encourage political dialogue and strengthen local logistical capacities through the rehabilitation of public infrastructure.

III. Analysis of variances[1]

116. The standard terms applied with respect to the analysis of resource variances in this section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

	Variance	
Military contingents	($37 384.5)	(19.2%)

- **Mandate: reduction in the authorized strength of uniformed personnel**

117. The reduced requirements are attributable primarily to the reduction in the authorized strength by 1,249 military contingent personnel (from 6,270 in 2013/14 to 5,021 in 2014/15) pursuant to Security Council resolution 2119 (2013), resulting in lower provisions for standard reimbursements to troop-contributing Governments for troop costs, contingent-owned equipment and self-sustainment, and for rations and rotation travel.

	Variance	
United Nations police	($202.0)	(0.4%)

- **Management: reduced inputs and same outputs**

118. The reduced requirements are attributable primarily to the reduction in the number of days used for rations reserves from 14 in 2013/14 to 5 in 2014/15.

	Variance	
Formed police units	$1 376.0	2.9%

- **External: higher market prices for rotation travel**

119. The additional requirements are attributable primarily to increased costs for travel on emplacement, rotation and repatriation based on recent expenditure patterns. The variance is offset in part by the exclusion of a supplemental payment to formed-police-contributing Governments, which was approved for the 2013/14 period.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
International staff	($14 366.6)	(16.4%)

- **Management: reduced inputs and same outputs**

120. The reduced requirements are attributable primarily to: (a) the proposed abolishment of 27 international posts; (b) the proposed conversion of 13 international posts to 9 National Professional Officer posts, 3 national General Service posts and 1 United Nations Volunteer position; and (c) the application of a vacancy factor of 10 per cent, compared with the 5 per cent applied in 2013/14, based on recent incumbency patterns.

	Variance	
National staff	($970.3)	(2.6%)

- **Management: reduced inputs and same outputs**

121. The reduced requirements are attributable primarily to the proposed abolishment of a total of 80 national posts, comprising 73 national General Service posts and 7 National Professional Officer posts. The variance is offset in part by: (a) the application of a higher average level/step for the calculation of salaries and related costs for National Professional Officers (NPO-B/VII in 2014/15, compared with NPO-B/IV in 2013/14); (b) the proposed increase of 14 National Professional Officer posts and 5 national General Service posts as a result of the conversion of international posts and United Nations Volunteer positions to national posts; and (c) the regularization of 3 temporary positions funded from general temporary assistance.

	Variance	
United Nations Volunteers	($2 291.4)	(23.0%)

- **Management: reduced outputs and inputs**

122. The reduced requirements are attributable mainly to the proposed abolishment of 39 positions and the proposed conversion of 4 positions to National Professional Officer posts, in line with the Mission's consolidation efforts.

	Variance	
General temporary assistance	$980.3	174.3%

- **Management: additional outputs and inputs**

123. The additional requirements are attributable primarily to the proposed establishment of the Integrated Solutions Support Unit, comprising four international temporary positions. The variance is offset in part by the proposed conversion of three temporary National Professional Officer positions to regular posts.

	Variance	
Government-provided personnel	$394.1	14.7%

- **Management: additional inputs and same outputs**

124. The additional requirements are attributable primarily to increased costs for rotation travel and a lower delayed deployment factor of 3 per cent compared with the 8 per cent factor reflected in the 2013/14 budget.

	Variance	
Official travel	$1 075.6	31.6%

- **Management: additional outputs and inputs**

125. The additional requirements are attributable mainly to the increase in non-training travel for United Nations police in order to carry out activities related to the Haitian National Police development plan for 2012-2016, such as field visits, specialized training and assessment.

	Variance	
Facilities and infrastructure	($10 552.4)	(14.9%)

- **Management: reduced outputs and inputs**

126. The reduced requirements are attributable mainly to: (a) lower fuel requirements owing to the lower number of contingent-owned generators resulting from the reduction in the number of authorized military personnel; (b) lower projected costs for the first-time installation of generators owing to the implementation of a revised utilities contract during the 2012/13 period; (c) lower provisions for residential security services based on the implementation of a revised contract; (d) lower requirements for solid waste and sewage disposal services owing to the Mission's recycling initiative and the installation of wastewater treatment plants, as well as lower costs for maintenance services for security-related equipment; and (e) in line with the Mission's consolidation plan, reduced requirements for alteration and renovation services and construction services.

	Variance	
Ground transportation	($1 217.9)	(11.4%)

- **Management: reduced outputs and inputs**

127. The reduced requirements are attributable primarily to lower provisions for petrol, oil and lubricants, owing to the reduction in the number of light passenger vehicles from 837 in 2013/14 to 753 in 2014/15 and the lower projected cost of $1.07 per litre for diesel fuel applied in 2014/15 compared with the cost of $1.10 per litre in 2013/14.

	Variance	
Air transportation	($315.5)	(2.2%)

- **Management: reduced inputs and same outputs**

128. The reduced requirements are attributable primarily to the lower rental costs for one Mi-8 helicopter.

	Variance	
Naval transportation	($295.8)	(49.5%)

- **Management: reduced outputs and inputs**

129. The reduced requirements are attributable mainly to the planned repatriation of 12 contingent-owned vessels, resulting in the deployment of only 6 vessels in 2014/15, compared with 18 in the 2013/14 period.

	Variance	
Communications	($2 038.1)	(12.9%)

- **Management: reduced inputs and same outputs**

130. The reduced requirements are attributable mainly to the lower costs for the Mission's share of communications centre operations under a cost-sharing arrangement between the Mission and United Nations agencies. The variance is offset in part by the allocation of indirect costs to support Umoja and other information technology systems in the field. A detailed explanation is contained in the Secretary-General's report on the overview of the financing of the United Nations peacekeeping operations for the 2014/15 period (A/68/731).

	Variance	
Information technology	$957.6	13.2%

- **Management: reduced inputs and outputs**

131. The increased requirements are attributable primarily to the allocation of indirect costs to support Umoja and other information technology systems in the field. A detailed explanation is contained in the Secretary-General's report on the overview of the financing of the United Nations peacekeeping operations for the 2014/15 period (A/68/731). The variance is offset in part by the reduced requirements for spare parts and supplies for information technology equipment, owing to the reduction in the amount of equipment in the inventory.

	Variance	
Special equipment	$20.8	86.0%

- **Management: additional inputs and outputs**

132. The increased requirements are attributable to the planned acquisition of additional binoculars and night vision devices for security operations.

	Variance	
Other supplies, services and equipment	$347.3	3.0%

• **Management: additional inputs and same outputs**

133. The additional requirements result mainly from: (a) the increased provision for training fees, supplies and services in connection with the implementation of the national civilian capacity-building strategy, which includes increasing training for national staff; and (b) the increase in the number of security personnel for whom uniforms will be provided from 323 in 2013/14 to 400 in 2014/15. The variance is offset in part by reduced requirements for the acquisition of other equipment, owing to the reduction in the number of military and civilian personnel in the 2014/15 period.

IV. Actions to be taken by the General Assembly

134. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $512,041,400 for the maintenance of the Mission for the 12-month period from 1 July 2014 to 30 June 2015;**

(b) **Assessment of the amount of $149,345,408 for the period from 1 July to 15 October 2014;**

(c) **Assessment of the amount of $362,695,992 for the period from 16 October 2014 to 30 June 2015 at a monthly rate of $42,670,117, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 67/275, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

(Resolution 67/275)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to strengthen coordination among the Mission, the United Nations country team and other United Nations entities in accordance with their respective mandates, including in addressing the root causes of unexpected emergencies, such as the situation resulting from the cholera outbreak (para. 9)	The Mission and the United Nations country team have enhanced their internal coordination mechanisms. A weekly meeting on cholera-related issues, chaired by the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), enables the Mission, the Pan American Health Organization, the World Health Organization, the United Nations Children's Fund and the Office for the Coordination of Humanitarian Affairs to jointly analyse and respond, through the health and water and sanitation clusters, to challenges affecting the cholera response in Haiti. Through this coordination mechanism, the United Nations system in Haiti has developed a two-year support plan to help operationalize the national two-year plan for the elimination of cholera in Haiti. The plan highlights the key objectives and activities that the United Nations intends to carry out to support the Government in all four pillars of the national cholera elimination plan: (a) epidemiological surveillance; (b) health promotion; (c) medical treatment; and (d) water, hygiene and sanitation. Furthermore, discussions between the United Nations and the Government of Haiti are under way on the establishment of a high-level committee co-chaired by the Prime Minister and the Special Representative of the Secretary-General. The committee will enable the Government of Haiti, the United Nations and key donors to share information on gaps and trends and to mobilize resources for priority interventions
Reiterates its request to the Secretary-General that he intensify his efforts to put into effect measures to mitigate the environmental impact of the Mission on Haiti (para. 10)	Detailed information is provided in paragraphs 18 and 19 of the present report
Welcomes the increase in procurement activities awarded to local vendors during the current financial year, and requests the Secretary-General to continue his efforts to increase procurement opportunities for local vendors (para. 11)	MINUSTAH has complied with this request by having increased awards to local vendors over the past two financial periods. The Mission continues to provide information about procurement actions in local forums and to inform the public about opportunities to encourage and generate additional local participation

Decision request	*Action taken to implement decision request*
Requests the Secretary-General to ensure that no efficiency measure is proposed at the expense of the safety and security of personnel in field missions (para. 18)	MINUSTAH endeavours to make the security of personnel one of its highest priorities and takes this into consideration in decision-making related to its activities in support of the implementation of its mandate

B. Advisory Committee on Administrative and Budgetary Questions

(A/67/780/Add.5)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee questions the proposed reduction of the rotary-wing aircraft, in view of the Mission's revised force and deployment structure and its increased reliance on its air fleet to provide timely support in the event of security incidents or emergencies. The Committee trusts, however, that every effort will be made to ensure that adequate air response capability is maintained at all times in the performance of the Mission's mandate (para. 43)	The reduction in rental costs for the Mi-8 rotary-wing aircraft was part of the Mission's repositioning of air assets, which was attributable to the drawdown of military personnel. In addition, the Mission had to utilize military aircraft on the regular flight schedule because the requirements could not be supported by civilian assets alone. The reduction in aviation requirements was attributed not only to the drawdown of military personnel, but also to the decrease in the number of civilian staff. In addition, the Mission plans to implement a revision of the regular flight schedule, which would take into account the utilization of military assets without jeopardizing military and strategic operations
The Advisory Committee has no objection to the proposal that the Santo Domingo Support Office be maintained, that the consolidation of the human resources and finance functions at that location continue and that units for procurement, supporting United Nations Volunteers and staff counselling services be relocated back to Port-au-Prince. The Committee believes that this division of labour should be kept under close review, in the light of the ongoing assessment of the Mission's supply-chain management process, to avoid duplication of support functions, to maximize efficiency and to ensure high-quality and timely support services. Furthermore, in view of the proposed discontinuation of the shuttle flight between Port-au-Prince and Santo Domingo, every effort must be made to ensure that the Office remains an integral component of the Mission and that appropriate supervisory and oversight arrangements are in place (para. 48)	MINUSTAH has taken steps with regard to the return of staff counselling and procurement sections to Port-au-Prince. The division of labour is monitored closely by the Mission

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee notes that, pursuant to Security Council resolution 1927 (2010), MINUSTAH was encouraged to provide the Government of Haiti direct logistical support on a temporary basis and that holdings of vehicles reaching the end of their service lives had been transferred to the Government for its use. The Committee reiterates its expectation that vehicle holdings will be adjusted to take into consideration the additional drawdown in post-earthquake surge capacities and that any holdings in excess of the standard ratios will be justified in the context of the performance report (para. 51)	The vehicle fleet is maintained in accordance with standard ratios, but this is an ongoing process. As personnel routinely leave the Mission, the fleet is adjusted to comply with standard ratios. It will be noted that, with efforts aimed at leaner property management and in accordance with the guidelines provided in the property management manual, the Mission identified vehicles that were due for write-off, including final disposition, because they had reached the end of their economic lifespan but were still in a drivable/usable condition. In accordance with the Mission's mandate to provide logistical support to the Government, MINUSTAH had provided more than 206 written-off vehicles to support the Haitian National Police and various ministries, including the Ministry of Health, in the fight against cholera. In addition, 137 MINUSTAH vehicles were transferred to the United Nations Multidimensional Integrated Stabilization Mission in Mali. Therefore, there is an ongoing correlative reduction in the MINUSTAH vehicle fleet with the drawdown of Mission personnel

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

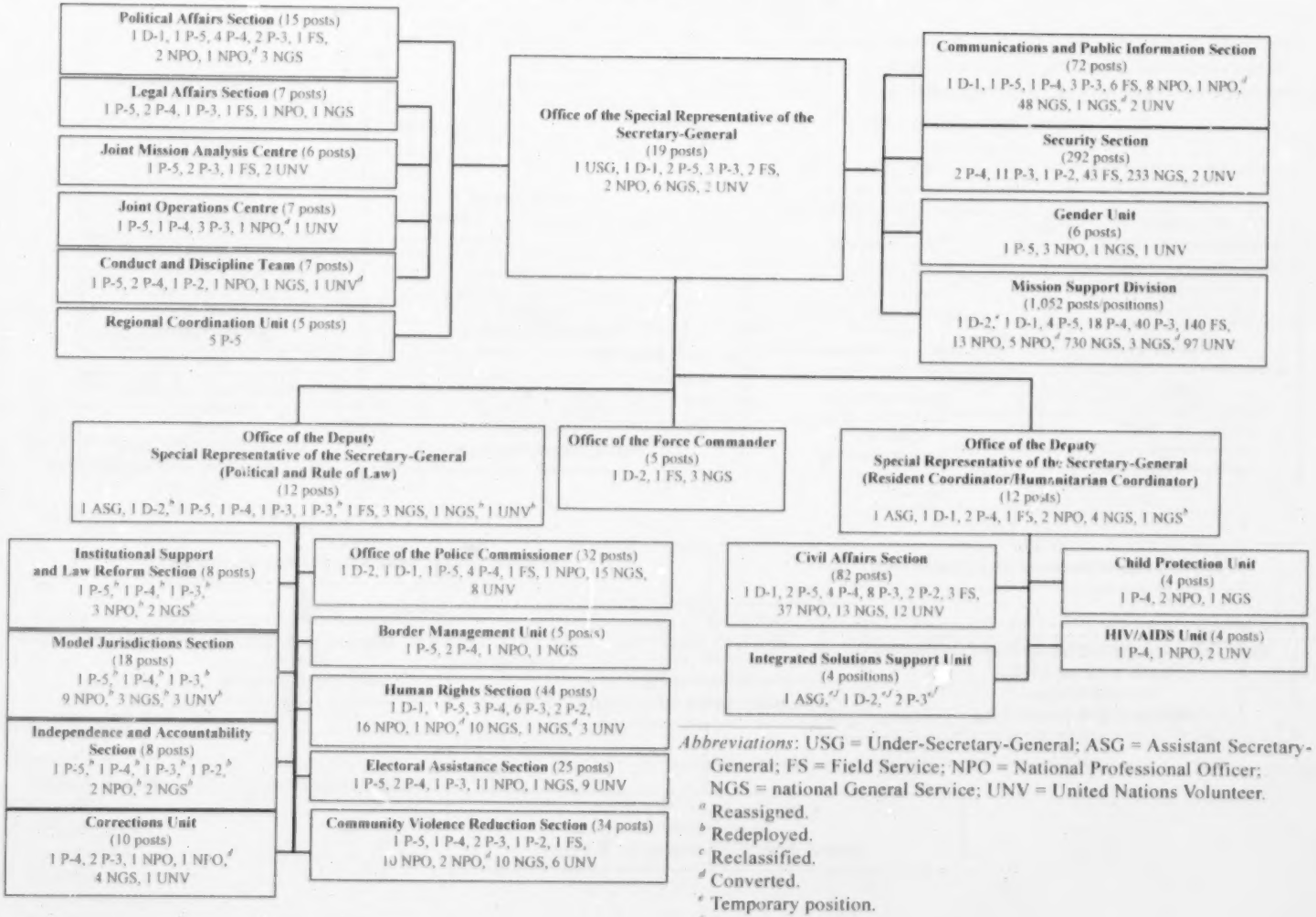
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.

- **External**: variances caused by parties or situations external to the United Nations.
- **Cost parameters**: variances caused by United Nations regulations, rules and policies.
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

Annex II

Organization charts

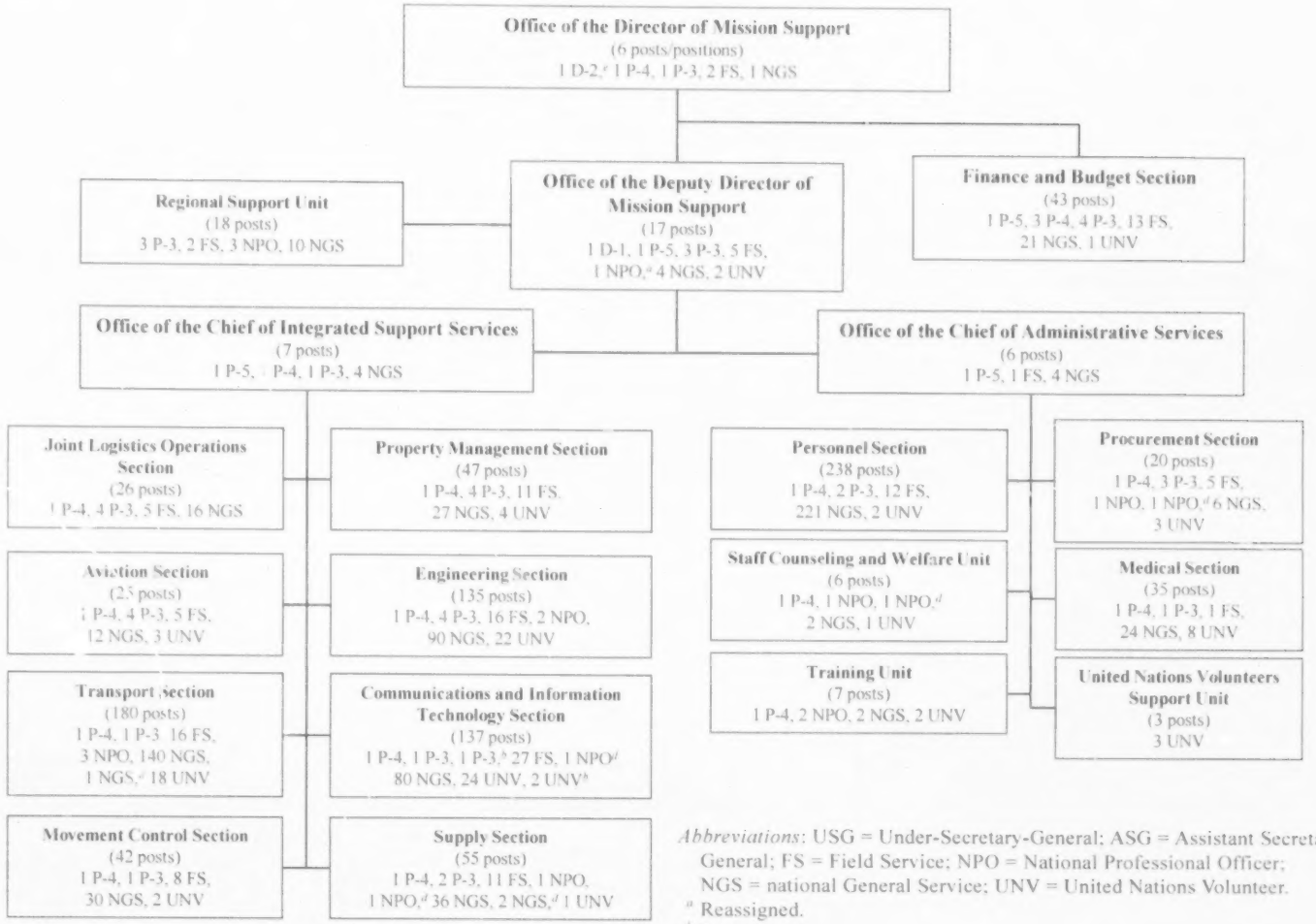
A. United Nations Stabilization Mission in Haiti


Political Affairs Section (15 posts)
1 D-1, 1 P-5, 4 P-4, 2 P-3, 1 FS, 2 NPO, 1 NPO,[d] 3 NGS
Legal Affairs Section (7 posts)
1 P-5, 2 P-4, 1 P-3, 1 FS, 1 NPO, 1 NGS
Joint Mission Analysis Centre (6 posts)
1 P-5, 2 P-3, 1 FS, 2 UNV
Joint Operations Centre (7 posts)
1 P-5, 1 P-4, 3 P-3, 1 NPO,[d] 1 UNV
Conduct and Discipline Team (7 posts)
1 P-5, 2 P-4, 1 P-2, 1 NPO, 1 NGS, 1 UNV[d]
Regional Coordination Unit (5 posts)
5 P-5
Office of the Special Representative of the Secretary-General (19 posts)
1 USG, 1 D-1, 2 P-5, 3 P-3, 2 FS, 2 NPO, 6 NGS, 2 UNV
Communications and Public Information Section (72 posts)
1 D-1, 1 P-5, 1 P-4, 3 P-3, 6 FS, 8 NPO, 1 NPO,[d] 48 NGS, 1 NGS,[d] 2 UNV
Security Section (292 posts)
2 P-4, 11 P-3, 1 P-2, 43 FS, 233 NGS, 2 UNV
Gender Unit (6 posts)
1 P-5, 3 NPO, 1 NGS, 1 UNV
Mission Support Division (1,052 posts/positions)
1 D-2,[c] 1 D-1, 4 P-5, 18 P-4, 40 P-3, 140 FS, 13 NPO, 5 NPO,[d] 730 NGS, 3 NGS,[d] 97 UNV
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) (12 posts)
1 ASG, 1 D-2,[b] 1 P-5, 1 P-4, 1 P-3, 1 P-3,[b] 1 FS, 3 NGS, 1 NGS,[b] 1 UNV[b]
Office of the Force Commander (5 posts)
1 D-2, 1 FS, 3 NGS
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (12 posts)
1 ASG, 1 D-1, 2 P-4, 1 FS, 2 NPO, 4 NGS, 1 NGS[b]
Institutional Support and Law Reform Section (8 posts)
1 P-5,[b] 1 P-4,[b] 1 P-3,[b] 3 NPO,[b] 2 NGS[b]
Model Jurisdictions Section (18 posts)
1 P-5,[b] 1 P-4,[b] 1 P-3,[b] 9 NPO,[b] 3 NGS,[b] 3 UNV[b]
Independence and Accountability Section (8 posts)
1 P-5,[b] 1 P-4,[b] 1 P-3,[b] 1 P-2,[b] 2 NPO,[b] 2 NGS[b]
Corrections Unit (10 posts)
1 P-4, 2 P-3, 1 NPO, 1 NPO,[d] 4 NGS, 1 UNV
Office of the Police Commissioner (32 posts)
1 D-2, 1 D-1, 1 P-5, 4 P-4, 1 FS, 1 NPO, 15 NGS, 8 UNV
Border Management Unit (5 posts)
1 P-5, 2 P-4, 1 NPO, 1 NGS
Human Rights Section (44 posts)
1 D-1, [1] P-5, 3 P-4, 6 P-3, 2 P-2, 16 NPO, 1 NPO,[d] 10 NGS, 1 NGS,[d] 3 UNV
Electoral Assistance Section (25 posts)
1 P-5, 2 P-4, 1 P-3, 11 NPO, 1 NGS, 9 UNV
Community Violence Reduction Section (34 posts)
1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 FS, 10 NPO, 2 NPO,[d] 10 NGS, 6 UNV
Civil Affairs Section (82 posts)
1 D-1, 2 P-5, 4 P-4, 8 P-3, 2 P-2, 3 FS, 37 NPO, 13 NGS, 12 UNV
Integrated Solutions Support Unit (4 positions)
1 ASG,[e,f] 1 D-2,[e,f] 2 P-3[e,f]
Child Protection Unit (4 posts)
1 P-4, 2 NPO, 1 NGS
HIV/AIDS Unit (4 posts)
1 P-4, 1 NPO, 2 UNV

Abbreviations: USG = Under-Secretary-General; ASG = Assistant Secretary-General; FS = Field Service; NPO = National Professional Officer; NGS = national General Service; UNV = United Nations Volunteer.

[a] Reassigned.
[b] Redeployed.
[c] Reclassified.
[d] Converted.
[e] Temporary position.
[f] New.

B. Mission Support Division


Office of the Director of Mission Support
(6 posts/positions)
1 D-2,[e] 1 P-4, 1 P-3, 2 FS, 1 NGS
Regional Support Unit
(18 posts)
3 P-3, 2 FS, 3 NPO, 10 NGS
Office of the Deputy Director of Mission Support
(17 posts)
1 D-1, 1 P-5, 3 P-3, 5 FS,
1 NPO,[a] 4 NGS, 2 UNV
Finance and Budget Section
(43 posts)
1 P-5, 3 P-4, 4 P-3, 13 FS,
21 NGS, 1 UNV
Office of the Chief of Integrated Support Services
(7 posts)
1 P-5, 1 P-4, 1 P-3, 4 NGS
Office of the Chief of Administrative Services
(6 posts)
1 P-5, 1 FS, 4 NGS
Joint Logistics Operations Section
(26 posts)
1 P-4, 4 P-3, 5 FS, 16 NGS
Property Management Section
(47 posts)
1 P-4, 4 P-3, 11 FS,
27 NGS, 4 UNV
Aviation Section
(25 posts)
1 P-4, 4 P-3, 5 FS,
12 NGS, 3 UNV
Engineering Section
(135 posts)
1 P-4, 4 P-3, 16 FS, 2 NPO,
90 NGS, 22 UNV
Transport Section
(180 posts)
1 P-4, 1 P-3, 16 FS,
3 NPO, 140 NGS,
1 NGS,[c] 18 UNV
Communications and Information Technology Section
(137 posts)
1 P-4, 1 P-3, 1 P-3,[b] 27 FS, 1 NPO[d]
80 NGS, 24 UNV, 2 UNV[b]
Movement Control Section
(42 posts)
1 P-4, 1 P-3, 8 FS,
30 NGS, 2 UNV
Supply Section
(55 posts)
1 P-4, 2 P-3, 11 FS, 1 NPO,
1 NPO,[d] 36 NGS, 2 NGS,[d] 1 UNV
Personnel Section
(238 posts)
1 P-4, 2 P-3, 12 FS,
221 NGS, 2 UNV
Procurement Section
(20 posts)
1 P-4, 3 P-3, 5 FS,
1 NPO, 1 NPO,[d] 6 NGS,
3 UNV
Staff Counseling and Welfare Unit
(6 posts)
1 P-4, 1 NPO, 1 NPO,[d]
2 NGS, 1 UNV
Medical Section
(35 posts)
1 P-4, 1 P-3, 1 FS,
24 NGS, 8 UNV
Training Unit
(7 posts)
1 P-4, 2 NPO, 2 NGS, 2 UNV
United Nations Volunteers Support Unit
(3 posts)
3 UNV

Abbreviations: USG = Under-Secretary-General; ASG = Assistant Secretary-General; FS = Field Service; NPO = National Professional Officer; NGS = national General Service; UNV = United Nations Volunteer.

[a] Reassigned.

[b] Redeployed.

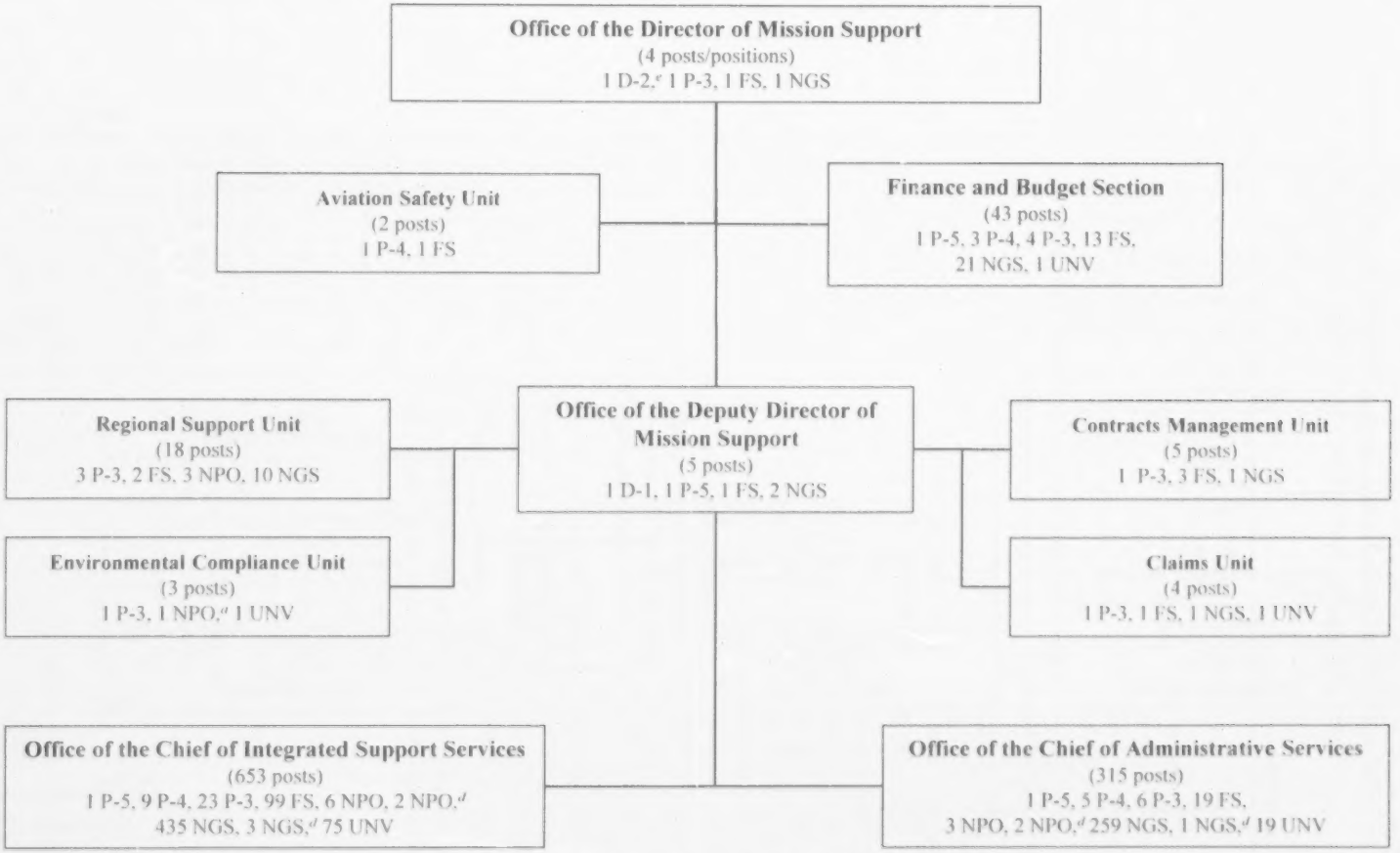
[c] Reclassified.

[d] Converted.

[e] Temporary position.

[f] Established.

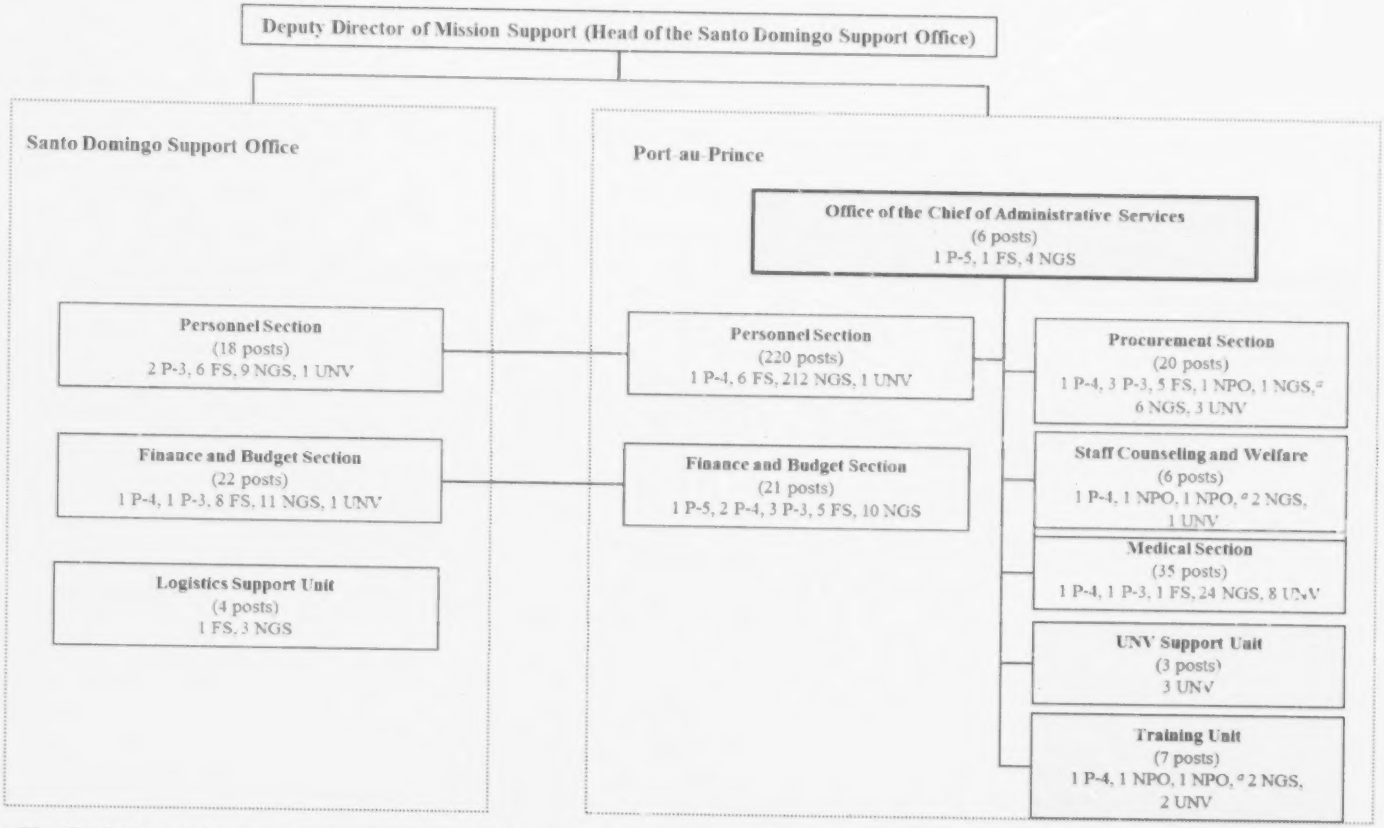
C. Office of the Director of Mission Support and Office of the Deputy Director of Mission Support


Office of the Director of Mission Support
(4 posts/positions)
1 D-2,[e] 1 P-3, 1 FS, 1 NGS
Aviation Safety Unit
(2 posts)
1 P-4, 1 FS
Finance and Budget Section
(43 posts)
1 P-5, 3 P-4, 4 P-3, 13 FS,
21 NGS, 1 UNV
Regional Support Unit
(18 posts)
3 P-3, 2 FS, 3 NPO, 10 NGS
Office of the Deputy Director of Mission Support
(5 posts)
1 D-1, 1 P-5, 1 FS, 2 NGS
Contracts Management Unit
(5 posts)
1 P-3, 3 FS, 1 NGS
Environmental Compliance Unit
(3 posts)
1 P-3, 1 NPO,[a] 1 UNV
Claims Unit
(4 posts)
1 P-3, 1 FS, 1 NGS, 1 UNV
Office of the Chief of Integrated Support Services
(653 posts)
1 P-5, 9 P-4, 23 P-3, 99 FS, 6 NPO, 2 NPO,[d]
435 NGS, 3 NGS,[d] 75 UNV
Office of the Chief of Administrative Services
(315 posts)
1 P-5, 5 P-4, 6 P-3, 19 FS,
3 NPO, 2 NPO,[d] 259 NGS, 1 NGS,[d] 19 UNV

Abbreviations: USG = Under-Secretary-General; ASG = Assistant Secretary-General; FS = Field Service; NPO = National Professional Officer; NGS = national General Service; UNV = United Nations Volunteer.

[a] Reassigned.
[b] Redeployed.
[c] Reclassified.
[d] Converted.
[e] Temporary position.
[f] Established.

D. Santo Domingo Support Office and Office of the Chief of Administrative Services


Deputy Director of Mission Support (Head of the Santo Domingo Support Office)
Santo Domingo Support Office
Personnel Section
(18 posts)
2 P-3, 6 FS, 9 NGS, 1 UNV
Finance and Budget Section
(22 posts)
1 P-4, 1 P-3, 8 FS, 11 NGS, 1 UNV
Logistics Support Unit
(4 posts)
1 FS, 3 NGS
Port-au-Prince
Office of the Chief of Administrative Services
(6 posts)
1 P-5, 1 FS, 4 NGS
Personnel Section
(220 posts)
1 P-4, 6 FS, 212 NGS, 1 UNV
Finance and Budget Section
(21 posts)
1 P-5, 2 P-4, 3 P-3, 5 FS, 10 NGS
Procurement Section
(20 posts)
1 P-4, 3 P-3, 5 FS, 1 NPO, 1 NGS,[a]
6 NGS, 3 UNV
Staff Counseling and Welfare
(6 posts)
1 P-4, 1 NPO, 1 NPO,[a] 2 NGS,
1 UNV
Medical Section
(35 posts)
1 P-4, 1 P-3, 1 FS, 24 NGS, 8 UNV
UNV Support Unit
(3 posts)
3 UNV
Training Unit
(7 posts)
1 P-4, 1 NPO, 1 NPO,[a] 2 NGS,
2 UNV

Notes: The Chief of Administrative Services manages administrative services based both in Santo Domingo and in Port-au-Prince. The Logistics Support Unit, a unit of Joint Logistics Operations Section in Integrated Support Services, reports to the Head of the Santo Domingo Support Office. The Personnel Section includes 1 United Nations Volunteer in the Travel Unit. The Finance and Budget Section reports to the Director of Mission Support.

[a] Converted.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Institutional rebuilding Contribute to the consolidation of the rule of law through improved democratic governance; support the reform of public administration, the implementation of a consensus legislative agenda and the strengthening of civil society	*Justice and the rule of law* On the basis of a mutual commitment between the United Nations and Haitian authorities, national institutions, including those responsible for the rule of law, are further strengthened in order to perform the duties of public administration and provide basic services Control and accountability mechanisms are strengthened, including the Superior Council of the Judiciary, the Court of Cassation, the General Inspectorate of the Haitian National Police, the Office for the Protection of Citizens, the Judicial Inspectorate, the Court of Auditors and Administrative Disputes, and the Anti-Corruption Unit	• The Superior Council of the Judiciary has internal regulations on key issues including standard operating procedures, regulations on human resource management, and regulations on the mechanisms of decision-making; the budget is prepared; and judges and administrative staff have proper workspace • The decisions of the Court of Cassation are published and available to be used as jurisprudence • A development plan is created for the General Inspectorate of the Haitian National Police • The Anti-Corruption Unit deals with 40 cases per year and opens 2 additional offices • The Office for the Protection of Citizens is present in all 10 departments with at least one person and well-equipped permanent offices. The Office is funded in its entirety through the State budget, in line with the requirement of independence required by the principles of the Paris Declaration	Lead: UNDP Partners: MINUSTAH (rule of law, justice, corrections, civil affairs, political affairs, human rights, United Nations police, border management, child protection, electoral assistance) United Nations country team (UNDP, UNICEF, UN-Women, UNFPA, UNESCO, UNEP, WFP, IOM) Government of Haiti (Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Ministry of Economy and Finance, Institute for Social Welfare and Research, Service Plus employees' union, Haitian National Police, Ministry of the Interior, Territorial Collectivities and National Defence, and Minister for Human Rights and the Fight against Extreme Poverty) Mechanism: United Nations integrated strategic framework

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Public administration The public service is gradually modernized, and the promotion of women to positions of high responsibility is encouraged	• The action plan for the reform of the State is defined and establishes a baseline for women in executive positions at the central level	Lead: UNDP Partners: MINUSTAH (civil affairs, human rights, gender) United Nations country team (UNDP, UN-Women, UNICEF, UN-Habitat) Government of Haiti (Office of the Prime Minister, Office of the President, Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Office for the Protection of Citizens, Ministry of Economy and Finance, Institute for Social Welfare and Research, Ministry of the Interior, Territorial Collectivities and National Defence) Mechanism: United Nations integrated strategic framework
	Democratic governance The political environment is sufficiently stable and democratic to ensure the continuity of national institutions and greater respect for human rights	• By the end of 2014, the Senate and the Chamber of Deputies have adopted and the executive branch has promulgated 50 per cent of the key laws and reforms included in the parliamentary agenda • A Permanent Electoral Council is able to organize and coordinate the holding of transparent, fair and credible parliamentary elections in at least 4 departments, with the help of external partners and the security, technical and logistical support of MINUSTAH	Lead: MINUSTAH (political affairs) Partners: MINUSTAH (civil affairs, human rights, electoral assistance) United Nations country team (UNDP, UNICEF, UN-Women) Government of Haiti (Office of the Prime Minister, Office of the President, Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Office for the Protection of Citizens, Ministry of Economy and Finance, Institute for Social Welfare and Research, Ministry of the Interior, Territorial Collectivities and National Defence) Mechanism: United Nations integrated strategic framework

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Non-State organizations are gradually strengthened to represent the priorities and rights of their members, including women, at the municipal and departmental levels	• Increase in the number of departments in which the mechanisms of consultation and coordination (departmental and communal round tables) are functional • Increase in the number of organizations or platforms of civil society, including women's and youth associations, that are strengthened and involved in the mechanisms of consultation and coordination at the municipal and departmental levels	Lead: MINUSTAH (civil affairs) Partners: MINUSTAH (political affairs, civil affairs, human rights, electoral assistance) United Nations country team (UNDP, UNICEF, UN-Women, UN-Habitat, OHCHR) Government of Haiti (Office of the Prime Minister, Office of the President, Parliament, Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Office for the Protection of Citizens, Institute for Social Welfare and Research, Ministry of the Interior, Territorial Collectivities and National Defence and Ministry of Social Affairs and Labour) Mechanism: United Nations integrated strategic framework
	Decentralized State institutions have the capacity and tools to implement strategies for local development in a participatory manner	• Increase in the number of communes that manage and lead consultative processes of strategic and local development planning • Increase in the number of delegations and municipalities that use effective tools for planning, programming and budgeting	Lead: MINUSTAH (civil affairs) Partners: MINUSTAH (Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)) United Nations country team (UNDP, IOM, UN-Habitat, UNEP, UNHCR, OHCHR, FAO, UNESCO, UNICEF, UNOPS, UNFPA) Government of Haiti (Office of the Prime Minister, Office of the President Ministry of Planning and External Cooperation, Ministry of Public Works, Transportation and Communications, Ministry of Economy and Finance, Ministry of the Interior, Territorial Collectivities and National Defence, municipalities, Interministerial Committee for Territorial Management, National Centre for

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
			Geospatial Information, Ministry of Social Affairs and Labour and Unit for the Construction of Housing and Public Buildings) Mechanism: United Nations integrated strategic framework
	Police The capacity of national institutions is reinforced to ensure security of the population throughout the country	• Increase in the administrative and operational capacity of the Haitian National Police to provide necessary services to the police • 10,100 police officers deployed throughout the national territory • Haitian National Police SWAT teams (the Compagnie d'intervention et de maintien de l'ordre (CIMO) and the Unités départmentales pour le maintien de l'ordre (UDMO)) are deployed throughout the national territory and are capable of conducting crowd control operations without the support of MINUSTAH	Lead: MINUSTAH (United Nations police) Partners: MINUSTAH (border management, corrections) United Nations country team (UNDP) Government of Haiti (Haitian National Police, Ministry of Economy and Finance) Mechanism: United Nations integrated strategic framework
Territorial rebuilding Strengthen the leadership and capacity of the Government, local authorities and communities to plan and manage their territories and resources with a view to disaster risk reduction and improving the living conditions of the population in urban and rural areas	*Disaster risk reduction* National and local government and civil society institutions are strengthened and better equipped for risk and disaster prevention, management and response	• Transfer of coordination, information management and communication skills on preparedness and response to emergencies to institutions of the national system of disaster risk management • National and departmental contingency plans are updated every year • Standard operating procedures are in place between the United Nations and the Government to build the capacity and leadership of national	Lead: Office for the Coordination of Humanitarian Affairs, UNDP Partners: MINUSTAH (civil affairs) United Nations country team (FAO, IOM, PAHO-WHO, UNEP, OHCHR, UNESCO, UNICEF, UNOPS, UNFPA) Government of Haiti (Ministry of the Interior, Territorial Collectivities and National Defence, Ministry of Planning and External Cooperation, municipalities, Bureau of Mines and Energy, Ministry of Social Affairs and Labour, Maritime and Navigation Service of Haiti)

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		institutions dealing with preparedness and emergency response	Mechanism: United Nations integrated strategic framework
		• All 10 departmental emergency operations centres use new tools for the treatment of data and information on risk and disaster management	
		• The activities of all non-governmental organizations and the United Nations involved in preparedness for and response to emergencies are known to local authorities	
	Territorial development The planning capacity of communities (structuring, empowerment) is strengthened for their participation in the definition of, decision-making regarding and implementation of public policy, including programmes for reconstruction and improvement of living conditions	• A community fund is in place at the national level to permit the financing of interventions for the improvement of living conditions in urban and rural areas by the communities themselves • Implementation by 20 urban communities of interventions for the reconstruction and improvement of community infrastructure and access to basic services	Lead: UNDP, UNOPS Partners: MINUSTAH (civil affairs, Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)) United Nations country team (ILO, FAO, IOM, UN-Women, UN-Habitat, PAHO-WHO, WFP, UNEP, UNFPA, Office for the Coordination of Humanitarian Affairs) Government of Haiti (Office of the President, Office of the Prime Minister, Ministry of Planning and External Cooperation, Ministry of Public Works, Transportation and Communications, Ministry of the Interior, Territorial Collectivities and National Defence, municipalities, Unit for the Construction of Housing and Public Buildings, Ministry of Social Affairs and Labour, Interministerial Committee for Territorial Management, National Centre for Geospatial Information) Mechanism: United Nations integrated strategic framework

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Economic rebuilding Contribute to the strengthening of economic governance to enable the Government to implement an economic policy that is designed with the participation of all stakeholders, is focused on territorially balanced job creation and takes into account gender equity and the sustainable management of natural resources	The basics of economic governance and labour are improved and consolidated Information tools and training are available to promote awareness of the implementation of the basic standards for decent work Revision of the labour code	• A public/private dialogue process between the social parties (Government, employers, workers), and local communities and authorities is established to design and implement economic policy measures conducive to job creation • Six training courses and awareness-raising campaigns on labour standards are carried out • Textile and reconstruction entrepreneurs begin to implement decent work standards • A tripartite review of the code process is under way, and a draft revision bill is under discussion	Lead: ILO, UNDP Partners: MINUSTAH (civil affairs, human rights, justice) United Nations country team (ILO, UNDP, UNICEF, FAO, UNAIDS) Government of Haiti (Ministry of Agriculture, Natural Resources and Rural Development, Ministry of Economy and Finance, Ministry of Planning and External Cooperation, Ministry of Commerce and Industry, Ministry of Social Affairs and Labour, Ministry of Education and Vocational Training) Mechanism: United Nations integrated strategic framework
Social rebuilding Improve equitable access to basic social services by strengthening institutional capacity to implement social policies and provide the benefits of decentralized services, including in emergency situations	A policy of protection against violence, abuse and exploitation of vulnerable groups, including women, children and internally displaced persons, is developed and enforced	• Review of the child protection code and the child national protection plan • Harmonization of the adoption law with the Hague Convention on Protection of Children and Cooperation in respect of Intercountry Adoption • Review of the decree on social work	Lead: UN-Women, MINUSTAH (Gender Unit, Child Protection Unit) Partners: MINUSTAH (human rights, justice) United Nations country team (ILO, UNDP, UNICEF, FAO, UNAIDS) Government of Haiti (Ministry of Women's Affairs and Women's Rights, Institute for Social Welfare and Research, Ministry of Justice and Public Security, Ministry of Planning and External Cooperation, Brigade for the Protection of Minors, Minister for Human Rights and the Fight against Extreme Poverty, Ministry of Social Affairs and Labour) Mechanism: United Nations integrated strategic framework

(Footnotes on following page)

(Footnotes to Annex III)

Abbreviations: FAO, Food and Agriculture Organization of the United Nations; ILO, International Labour Organization; IOM, International Organization for Migration; OHCHR, Office of the United Nations High Commissioner for Human Rights; PAHO-WHO, Pan American Health Organization-World Health Organization; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNOPS, United Nations Office for Project Services; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; WFP, World Food Programme.

Map No. 4224 Rev. 38 UNITED NATIONS
January 2014

Department of Field Support
Cartographic Section